

## World News

## Business Summary

**'No austerity' pledge after Portuguese elections**

Portuguese were assured by their prime minister, António Cavaco Silva, that they would continue to enjoy one of Europe's highest economic growth rates. There would be no austerity, he said, in a speech celebrating the resounding victory in Sunday's general election of his Social Democratic party (PSD).

He warned, however, of "great challenges" caused by international uncertainties and developments in Europe, but was confident of overcoming any difficulties. Page 20

**Kurds flee for Iran**  
Thousands of Kurds were reported to be fleeing towards Iran after the most serious clashes in northern Iraq since allied forces protecting the Kurds withdrew from Iraqi territory in July. Page 20

**Shamir holds hard line**  
Prospective Middle East peace talks will fail if the key Arab demand that Israel relinquish occupied territory is made the main focus of negotiations, Israeli prime minister Yitzhak Shamir said. Page 4

**Iran-Contra charges**  
The Iran-Contra special prosecutor brought two criminal charges against former US assistant secretary of state Elliott Abrams, alleging he withheld information from Congress. Page 7

**Impeachment fails**  
An attempt to impeach Sri Lanka president Ranasinghe Premadasa for abusing his powers and violating the constitution failed. Page 6

**ANC eases stance**  
South African anti-apartheid organisations decided to call for the immediate lifting of sports, cultural, academic and travel sanctions against Pretoria, though economic sanctions should be maintained. Page 6

**Belgian poll date**  
The Belgian prime minister, Wilfried Martens, tipped November 24 as the date for general elections. King Baudouin refused on Sunday to accept his offer to resign immediately in a political crisis. Page 3

**Haiti crisis deepens**  
The political crisis in Haiti deepened when the country's parliament rejected proposals for the reinstatement of President Jean-Bertrand Aristide, overthrown in a coup d'état last week. Page 7

**Diplomat shot dead**  
A Turkish diplomat was shot dead in a residential district of Athens in an attack bearing the hallmarks of November 17, a left-wing Greek terrorist group. Page 8

**Maguire extradited**  
IRA suspect Donna Maguire was extradited from the Netherlands to Germany where she is wanted for questioning over the murder of a British soldier in Hanover in 1989. She was cleared in July by a Dutch court of involvement in the killings of two Australian tourists in Roermond.

**Refugees turned back**  
Hungary, facing a rising tide of refugees, has turned back 26,000 foreigners from 27 countries from its frontiers since tightening border controls last Friday.

**Pilots killed**  
Two Spanish air force officers were killed when their F-5 Phantom fighter-bomber crashed after a training flight in western Spain.

**Nobel winners**  
German cell physiologists Erwin Neher and Bert Sakmann won the 1991 Nobel Prize in physiology for their discoveries concerning the function of single ion channels in cells. Page 21

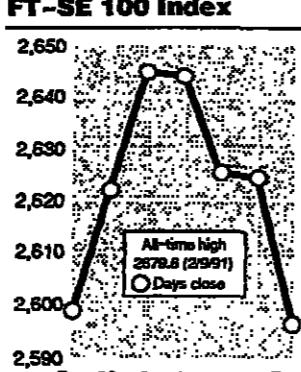
**Eurotunnel to postpone dividend as costs rise**

Eurotunnel, operator of the Channel tunnel currently under construction, said the first dividend to shareholders was likely to be put back to the year 2000, 12 months after expected.

Costs of building the tunnel have risen to more than £28m (£12.5m) by £245m because of safety requirements and a fall in estimated initial traffic. Page 21; Lex, Page 20

**UK EQUITIES** shares fell sharply in this turnover as London joined the general retreat in European stock markets which followed Wall Street's sudden downturn. The FT-SE Index, down 30 points

**FT-SE 100 Index**



at the day's low, lost the 2,600 level recuperated only a week ago in spite of light selling in the UK market. Page 31

**AMERICAN Telephone & Telegraph**, US telecommunications group, plans to increase the proportion of its business outside the US to 50 per cent by the year 2000. Page 21

**WHYTE & MACKAY**, drinks subsidiary of American Brands, the US tobacco group, was given permission by Peter Lilley, UK trade and industry secretary, for its £28m (£48m) hostile bid for Invergordon Distillers, UK Scotch whisky group. Page 22; Lex, Page 20

**TRADE**: US and India came closer to solving a dispute over intellectual property rights that has threatened to prompt retaliatory US action. Page 8

**STEEL**: economic turmoil in the Soviet Union and eastern Europe could mean a 17 per cent drop in steel consumption there this year. Page 8; A poor guest at the party, Page 16

**TRADE**: Japanese trade insurance premiums are likely to rise 30 per cent to cover growing losses suffered by companies in contracts with less developed countries. Page 8

**WALL STREET**: all the 18 Wall Street securities houses and banks, disciplined last week by a US federal government securities agency for inflating orders and falsifying information on its debt securities, have agreed to pay fines totalling about \$1m. Page 26

**KUWAIT**: US and Canadian teams have made spectacular progress in capping blazing oil wells, while the Kuwait British Group has not yet begun projects due to start this month. Page 20

**COMPANY PROFITS**: stock-market analysts have revised down their 1991 profit forecasts for companies in the seven major economies, according to a survey carried out at the end of September. Page 26

**S AFRICA**: companies such as Louro, Shell, BP, GEC, ICL, BTR, RTZ and Trafalgar House are still likely to be avoided by individual and institutional ethical investors because of their S African interests, according to Ethical Investment Research Service KIRIS. Page 26

**PEUGEOT**, France's biggest car group, saw a 54 per cent fall in year to date net profits to FFr2.27bn (£360m), after a steep decline in demand in France, Britain and Spain. Page 21

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Chief price changes yesterday: Page 21

**Yugoslav president and Croatian leaders narrowly escape death**  
**Army aircraft bomb Zagreb**

Smoke billows above the presidential palace in Zagreb after an air attack by the Federal army yesterday

The YUGOSLAV armed forces yesterday took their war against Croatia to the heart of the capital Zagreb with a precision rocket attack on the presidential palace. President Franjo Tuđman narrowly escaped death.

Mr Tuđman, Mr Stipe Mesic, a Croat who holds the rotating Yugoslav presidency, and Mr Ante Marković, Yugoslav prime minister, were in Banski Dvor, the president's headquarters, when an air force jet fired a rocket directly into the inner courtyard at 3.05pm. The country's top three Croats were therefore involved in the incident.

No one was hurt, but the rocket, which was followed by three others, shattered the building and nearby residential homes. The blast was heard across the city.

Mr Marković accused General Veljko Kadijević, defence minister, of attempted murder and demanded his resignation. The three escaped death only by a miracle, he said.

The afternoon raid took place just hours after General Andrija Rasesa, deputy commander of the fifth military district which includes Zagreb, threatened to bomb the city if the Croatian government failed to lift blockades on federal army barracks throughout the republic.

An hour later, at precisely noon with tension in the city rising rapidly, Mr Tuđman told a packed news conference that the people of Croatia would defend the republic against "the aggression of the federal army and Serbia".

He said the blockade of the barracks would not be lifted and that Croats needed the military. He appealed for the despatch of the US Sixth Fleet, together with a force organised under the Western European

Union, and more European Community monitors, "to halt the aggression".

"I was standing just 10 yards from the presidential palace," said Mr Davor Hrenar, a 21-year-old police officer. "I heard the plane. I saw it coming. I think they dropped four rockets. I flung myself on the ground. When I looked up, I saw Tuđman coming out. He was rushed away."

Mrs Sofija Prijacic, a 70-year-old pensioner, was in her small house, just around the corner from Mr Tuđman's office.

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All her windows were smashed and the rooms were full of rubble. In the adjoining courtyard was the wrecked car of Mr Mario Nobile, Mr Tuđman's adviser.

"There was a lot of smoke," said Mrs Prijacic. "I thought the place was going to go up in flames. But thank God, it did not."

On Radicev Square, where the presidential palace is situated, young Croatian National

guardsmen stood in stunned

silence around the wreckage.

The blast of the rockets had flung the heavy, oak double doors which open into Mr Tuđman's inner courtyard across the square. Glass and the broken orange tiles which adorn most of the city's roofs were strewn everywhere.

An attack on Zagreb seemed unthinkable a week ago. Last night barricades had been thrown up throughout and around the city to prevent tanks from rolling in.

Hours after the attack,

Zagreb was plunged into darkness as air-raid sirens sounded almost hourly. The sound of army bombardments could be heard, fuelling fears that the federal army could attack the large Marshall Tito barracks in the capital. Part of the road to Karlovac, south of the capital, is now mined. Classes in Zagreb's schools and university have been suspended.

Croatia to seek EC recognition today, Page 20

**Brussels attacked over merger policy**

By Andrew Hill in Luxembourg, William Dawkins in Paris and David Gardner in Brussels

FRANCE and Italy - incensed by last week's European Commission decision to block a Franco-Italian takeover of de Havilland, the Canadian aircraft manufacturer - yesterday called for the revision of Brussels' year-old merger regulations.

The Commission vetoed the de Havilland deal on competition grounds, in accordance with the merger rules, but the French and Italian transport ministers said such decisions undermined European Community industrial policy.

The French government and Aérospatiale, the French bidder for de Havilland, are putting unprecedented pressure on the Commission to re-examine its decision. Brussels insists that any appeal should be made through the European Court of Justice, a move the French see as long-winded.

At the weekend, Mr Roland Dumas, French foreign minister, complained to his EC counterparts about the move, and the French and Italians inter-

rupted yesterday's meeting of EC transport ministers to air their objections.

Aérospatiale officials said that the French company and Alenia, its Italian partner, might draw up a new offer for the aircraft maker in an attempt to satisfy the Commission's anti-trust objections. It was too early to give details on any proposed compromise.

However, officials in Brussels doubted that Aérospatiale could come up with new proposals on de Havilland which

could dilute the impact of the quasi-monopoly which would result from such a merger.

Mr Paul Quiles, French transport minister, said in Luxembourg yesterday: "It seems to me imperative that the Commission should not content itself with looking at competition criteria. It's not enough."

Mr Quiles said that on those criteria alone, Sir Leon Brittan, the competition commissioner, would also have recommended blocking the formation of the successful Airbus manufac-

turing consortium, set up two decades ago. He suggested that the merger regulation - passed under France's 1989

presidency - should be reviewed and perhaps modified to give industrial considerations greater priority.

Mr Carlo Bernini, the Italian minister, added: "It's the first time the Commission has taken a decision of this type and it doesn't seem to us a very encouraging debut."

Editorial Comment, Page 18

Background, Page 11

**Big Westinghouse property provision unsettles Wall St**

By Martin Dickson in New York

WESTINGHOUSE Electric, the US conglomerate, is to take a \$1.65bn third-quarter provision, mainly to cover problems in the depressed property market.

It also unveiled yesterday a package of restructuring measures including the replacement of the head of its financial services arm, 4,000 job cuts, some \$900m of equity issues and possible asset sales.

The news sent Westinghouse shares 11 per cent lower in morning trading and unsettled the wider equity market. Wall Street has long been concerned about the quality of assets held by Westinghouse's financial services arm and its heavy exposure to property, but the size of yesterday's provisions came as a surprise.

Analysts said the action was likely to foreshadow large third-quarter property provisions by banks and other financial services groups. Mr David Shulman of Salomon Brothers has forecast that they will take write-offs akin to those in the 1980s on loans to less developed countries.

It announced a plan to increase cash flow by \$500m a year by the end of 1992, including a \$200m a year cost-cutting

programme which will eliminate 4,000 jobs across the group.

Westinghouse currently employs 115,000. There will be an additional \$1.65bn third-quarter charge to cover this.

It also intends to issue about \$900m of equity by methods including private placements and a \$400m issue of stock to its pension fund in lieu of cash.

It made a large equity issue earlier this year to aid restructuring. The chairman of Westinghouse Financial Services, Mr William Powe, will be replaced by Mr Lee Yochum, who was chief financial officer until his retirement in 1988.

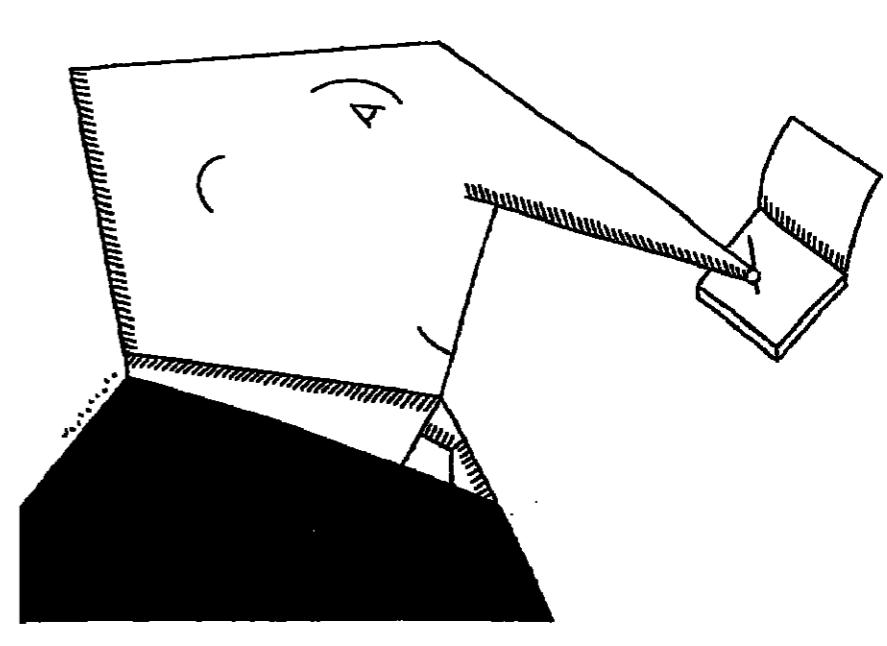
Westinghouse's third-quarter results showed a net loss after charges of \$1.65bn, or \$4.66 a share, on revenues of \$3.4bn, compared to net income of \$255m, or 76 cents a share, on revenues of \$3.17bn. The net loss for the first nine months was \$1.265bn, or \$4.11 a share, compared to income of \$717m, or \$2.44 a share.

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Lex, Page 26; Wall Street, Back Page, Section II

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## EUROPEAN NEWS

## EC pledges Ecu2bn Soviet aid

By David Buchan in Luxembourg

THE European Community yesterday pledged to put up one-third of a total amount of \$1.3bn western credit facility for the Soviet Union to buy food and medicine abroad.

The EC expects the remaining Ecu4bn to come from the three non-European members of the Group of Seven industrialised countries: the US, Japan and Canada — "in a sharing of the burden with our partners", Mr Wim Kok, the Dutch finance minister, said yesterday.

The Dutch president of the EC said that half of the EC money would be used to finance Soviet purchases of food and medicine in the Community itself, and half on purchases from eastern Europe and the new Baltic states.

The latter, so-called "triangular" operation is designed to ease the pressure from central European food exporters on the EC market.

The plan, agreed yesterday by EC finance ministers after last week's consul-

tations in London with Prime Minister John Major, who currently presides over the G7, falls well short of Soviet requests for more than \$10bn in western aid.

The west regards these requests as exaggerated, and Mr Jacques Delors, the European Commission president, said the G7 would have to send a high-level mission to Moscow to get assurances about Soviet needs, policies and governmental structure. By no means all of the Ecu4bn total will be new money. The EC plans to include in its contribution the Ecu250m worth of free food it is now sending to the Soviet Union, and its already-agreed Ecu500m food credit guarantee. The new element will be a Ecu1.25bn Community loan to Moscow.

Likewise, the US has already announced agriculture credit of more than \$1bn. Only Japan is being looked to for a sizeable commitment of fresh money, and EC officials believe Tokyo's position towards the Soviet Union is at last softening. Mr

Delors stressed that the Soviet credit facility was an operation of the G7, rather than the Group of 24 aid programme for eastern Europe. The Community and its member states had together shouldered 76 per cent of the G24 programme's cost, he said.

EC officials indicated that some economic conditions would be attached to the credit line. Aid will be provided unconditionally to the extent that real hardship emerges, as is the case with current EC food and drug deliveries to Soviet orphans, hospitals, and old peoples' homes.

But given that Moscow's problems are to a large degree the result of its farmers reacting to high inflation by hoarding stocks or diverting them to private markets, the west will insist on the rouble being stabilised.

The EC hopes Moscow will exploit the technical help to which it is now entitled by its new association with the International Monetary Fund.

## Army of preoccupation in Baltics

Gillian Tett reports on the growing impatience for a Soviet pull-out

**W**HEN SOVIET troops first arrived in the Baltics during the Second World War, they did so in a matter of days. Fifty years later, in the wake of the Baltic states' newly won independence, it seems it will be years before they leave.

Formally, Latvia is now independent. But when we see all these army troops around us, we feel independence is still an illusion," says Mr Juris Dobris, deputy chairman of the Latvian Parliamentary Defence Commission.

In an attempt to force Soviet military leaders into serious negotiations, the three Baltic presidents issued a statement last weekend in the Lithuanian capital, Vilnius, demanding that Soviet troops start pulling out of Baltic capitals by December, with a full-scale withdrawal being put into operation "as soon as possible".

But the pleas seem to be falling on deaf ears. Although Marshal Yevgeny Shaposhnikov, Soviet defence minister, has conceded that the Soviet military will eventually withdraw from the Baltics, he is insisting that this can only take place after troops have left eastern Europe.

Ministry of Defence officials argue, with some justification, that with military housing already in acutely short supply following the withdrawals from eastern Europe, they simply do not have the accommodation or means to redeploy the Baltic troops. Military bases, such as in Kaliningrad, the Russian enclave south of Lithuania, which would be the most likely redeployment area for troops based in Lithuania, are already severely overcrowded.

This pushes the start of a Soviet military withdrawal to a point where they modestly prefer to call them. Three

weeks ago in Vilnius, a small contingent of troops left the city's barracks under a Lithuanian police escort — an event which some Lithuanian officials interpreted as the Soviet army's first symbolic withdrawal.

Officers at the north Vilnius army barracks, headquarters of the Soviet army in Lithuania, last week sent a statement to the Lithuanian government in which they refused to accept President Vytautas Landsbergis' demand that they leave by the end of the year. They asked

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## INTERNATIONAL NEWS

## Shamir holds to hard line on talks

PROSPECTIVE Middle East peace talks will fail if the key Arab demand that Israel relinquish occupied territory is made the main focus of negotiations, Mr Yitzhak Shamir, the Israeli prime minister, told the country's parliament yesterday. Hugh Carnegy writes from Jerusalem.

Mr Shamir offered little sign of flexibility in advance of the regional peace conference which Washington is working to convene this month or next

when he addressed the Knesset at the opening of its session.

The speech, which the US and his Arab foes are bound to scrutinise closely, welcomed the prospect of negotiations, but said they must be on Israel's terms.

Mr Shamir took care to point out there was still no assurance that the conference would take place and stated his belief that real stability in the region would only be possible when democracy had replaced what

he called unreliable, totalitarian Arab regimes. Israel "must necessarily exercise great caution and alertness".

He said Israel had agreed that UN Resolutions 242 and 338 should be the basis of negotiations, but restated his government's rejection of the view, held by the US and Arab states, that the resolutions imply that Israel must withdraw from territories occupied in 1967 as a pre-condition for a peace settlement.

Israel would walk out if the Palestinian representatives

"if our neighbours put only territorial issues at the centre of the discussions we will know that they joined the process only for this reason and not for peace, and we will draw conclusions accordingly," Mr Shamir said.

He said the opening peace conference would be purely ceremonial, lasting only one or two days before substantive bilateral negotiations began.

Israel would walk out if the

announced they were appointed by, or represented the Palestine Liberation Organisation. He warned the Arab side not to expect US pressure on Israel to yield results. "The US role must be that of an honest broker," Mr Shamir said.

The prime minister immediately came under passionate attack for his approach by Mr Shimon Peres, the opposition Labour party leader, who advocates accepting the concession of land for peace.

## Palestinians barred on anniversary of deaths



ISRAEL yesterday barred Palestinians from Jerusalem, where tearful families prayed and lit candles to mark the killing of 18 Arabs by police in the Old City a year ago. Reuter reports from Jerusalem.

Paramilitary police and soldiers turned back residents of the occupied West Bank and Gaza Strip to prevent trouble ahead of the October 8 anniversary of the bloodiest civil unrest since Israel captured the territories and East Jerusalem in the 1967 Middle East War.

Families gathered for memorial services in east Jerusalem theatres, where videotapes and books of what they call the al-Aqsa massacre were displayed.

One year ago the al-Aqsa and Dome of the Rock mosque compound, Islam's holiest site after Mecca and Medina, echoed to the crackle of gunfire as police chased thousands of Palestinians out of the complex known to non-Muslims as Temple Mount. Seventeen Arabs were killed by police on the mount, some shot from behind while fleeing. Another was killed nearby in the nar-

Last year, as always, the Israeli authorities prevented the group from entering the mount to lay a symbolic cornerstone for the rebuilding of the biblical Jewish Temple. But thousands of Arabs gathered, fearing extremists would enter the complex.

An Israeli government-appointed inquiry in November blamed Palestinians for starting the violence by stoning Jewish worshippers at the Wailing Wall, Judaism's most sacred site, which abuts the mosque complex.

A coroner's report in July, however, challenged this.

Judge Ezra Kama said the accidental setting off of a police teargas grenade, not Palestinians, ignited the violence. He

criticised the police for firing but recommended against putting police officers on trial.

Only one of the 18 bereaved families has challenged the police in court. The others say they have no faith in the Israeli judicial system.

Relatives sitting beside pictures of the slain, said they were sorrowful yet proud their sons and husbands had died defending the mosque in general," said Mr Jihad Hammeh al-Yassini, father of the youngest victim, Izal al-Yassini, aged 15. Standing beside a huge candle bearing his son's name Mr Yassini said he expected neither a prosecution nor compensation for his son's death.

"I can't bear to ask for compensation for the blood of my son, even if I was paid money I would feel like I was eating my son's flesh and drinking his blood if I used that money."

Mr Adnan Fusseini, director of the Islamic Council which runs al-Aqsa, said for the families it was enough to know that their relatives had died "defending Islam".

For most Israelis the Temple Mount killings are history. But at least one Israeli lawyer is seeking justice. Mr Avigdor Feldman, attorney for the Israeli Arab relatives of victim Adnan Mawasi, is urging the Jerusalem prosecutor to press charges against the police of unjustified use of arms.

## Turkey postpones regional water supplies conference

By Tony Walker in Cairo

TURKEY yesterday announced it was postponing a Middle East water conference to avoid disrupting a planned regional peace summit due to be held by early next month.

Turkey's announcement followed threats by Syria and other Arab states to boycott the water conference if Israel attended. The Foreign Ministry in Ankara said the gathering had been postponed to "await the outcome of efforts to convene a Middle East peace conference".

Mr Abid Halim Khaddam, Syria's vice-president, said in a newspaper interview published yesterday that "Israel has no right even to a single drop of water in this region".

Mr Khaddam's remarks coincided with a warning from Lieutenant General Mohammed Tantawi, Egypt's new defence minister, that his country would not hesitate to use force to guarantee a continued supply of Nile water.

Gen Tantawi also predicted, in an interview with al-Ahram, the Egyptian daily, that future Middle East wars could break out on the issue of water.

"One of the reasons for any future conflict might be the struggle for water, because any attempt to control water resources will be considered a direct threat to the national security of the beneficiary states," he declared.

"Therefore, the close links between Egypt's Nile interests and its national security makes it to draw up a comprehensive strategy to confront any threats or attempts to control the Nile."

The river is virtually Egypt's sole source of water and is vulnerable to interference by African states through which it passes.

## Another Middle East issue of life and death

Only land is a bigger source of friction than the question of water supplies, writes Tony Walker

MR Eliahu Ben-Elissar, chairman of the foreign affairs and defence committee of the Israeli parliament, put the issue succinctly.

Speaking in his Knesset office with its views of the treed and well-watered Jewish suburbs of Jerusalem, he declared: "This is a region where either you have water, or you don't have water; either you live or you die."

As efforts continue to convene a Middle East peace conference no issue, with the exception of control of territory itself, is likely to prove more vexatious than arguments over a sharing of the region's depleted water resources.

Water supplies are simply insufficient for the fast-growing populations of countries and territories at the heart of the Arab-Israel dispute.

Professor Hillel Shuvat of the Hebrew University's Department of Environmental Sciences warned recently that "left unresolved, they (water disputes) could result in increased political tensions and unrest while presenting major obstacles on the road to peace. It is totally neglected and left to fester they could become the cause of the next war in the area."

Among Arab residents of the Israeli-occupied West Bank and Gaza Strip, no issue has proved quite as bothersome on a day-to-day basis as lack of access to plentiful supplies of water for household needs and for agriculture. Mr Abed el Rahman Tamimi, director of the Palestinian Hydrology Group, says: "I can live without Jerusalem for 100 years, but I can't live without water for one day."

Among Israel's first acts after victory in the 1967 war was to declare water in the West Bank and Gaza a strategic resource under military control. Since 1967 Arab residents have been denied permission to drill for water, while Israel has sunk dozens of mostly deep wells for settlements and for military camps. Mr Tamimi said that all Jewish settlements in the territories - about 100,000 Jews are

now living in the West Bank that an end to Israeli access to this source of "high quality" drinking water for about 5m of its 4.5m people would, as Professor Shuvat observes, be "completely unacceptable".

It is estimated that about 83 per cent of water from the "mountain aquifer" is being utilised by Israelis, either in the pre-1967 Jewish state or in the territories themselves. Such an imbalance in water usage between the Arab and Jewish populations could not possibly survive a Middle East settlement.

While water problems abound in the West Bank, they are not quite as serious as those in the festering Gaza Strip, with its 650,000 people crammed into a tiny sliver of land bounded by the Mediterranean on one side and Israel on the other. Overpumping by both the Arab population and by Israeli settlers in Gaza and farmers on the boundaries of the strip has depleted aquifers to such an extent that sea water is intruding, making drinking water brackish.

The Arab population utilises about 55m cubic metres of water a year for household needs and agriculture, compared with 15m-20m cubic metres used annually by just 10,000 Israeli settlers.

While politicians on opposing sides of the Arab-Israel dispute have offered few constructive suggestions about how to deal with the water crisis, Arab and Israeli experts believe that only through regional co-operation can the problem be solved.

Mr Tamimi says that peace must be accompanied by negotiations between Arabs and Israelis on a reasonable sharing of resources.

Professor Hillel agrees, insisting that Middle East peace encompass "a major regional water resources master plan". He advocates harnessing the surplus water resources of Turkey, Lebanon and Egypt for the benefit of deficit states such as Israel and the territories, Jordan and Syria through the construction of "peace" pipelines and canals.



A MESSAGE TO THE G7 FINANCE MINISTERS MEETING THIS WEEK IN BANGKOK TO DISCUSS THIRD WORLD DEBT REPAYMENTS:

WE  
DON'T NEED  
ANY MORE AID  
FROM THE  
THIRD WORLD.

For every £1 we give to poor countries, they give us £3 back in debt repayments and interest. Christian Aid welcomes the British Government's initiative to cancel two thirds of the debts owed by 19 of the poorest countries in the world. But it cannot act alone. It is time for all the 7 to agree.

To: Christian Aid, PO Box 100, London SE1 7RT (Telephone: 071-620 4444). Please send me your free information pack on Third World Debt.

Name \_\_\_\_\_ Address \_\_\_\_\_ Postcode \_\_\_\_\_

I enclose a donation of £ \_\_\_\_\_ to help those suffering due to Third World Debt.

**Christian Aid** We believe in life before death

Sime Darby

**Sime Darby Berhad**  
**NOTICE OF MEETING**

NOTICE IS HEREBY GIVEN that the Thirteenth Annual General Meeting of Sime Darby Berhad will be held at the Nirwana Anteroom, Kuala Lumpur Hilton, Jalan Sultan Ismail, 50250 Kuala Lumpur, Malaysia on Saturday, 27 November 1991 at 11.30 a.m. for the following purposes:-

To receive and adopt the Directors' Report and the Accounts for the year ended 30th June 1991 and the Auditors' Report thereon. (Resolution 1)

To declare a final dividend for the year ended 30th June 1991. (Resolution 2)

To elect the following Directors:-

Tan Sri Nasruddin bin Mohamed (Resolution 3)  
Nik Mohamed Nik Yaacob (Resolution 4)  
Michael Wong Kuan Lee (Resolution 5)

To consider and, if thought fit, pass the following Resolution as a Special Resolution pursuant to Section 129 (6) of the Companies Act, 1965:-

That pursuant to Section 129(6) of the Companies Act, 1965, YAB Tun Ismail bin Mohamed Ali be re-appointed Director of the Company to hold office until the conclusion of the next Annual General Meeting. (Resolution 6)

To fix the remuneration of the Non-Executive Directors. (Resolution 7)

To re-appoint Price Waterhouse as auditors of the Company and to authorise the Directors to fix their remuneration. (Resolution 8)

Kuala Lumpur  
8th October 1991

By Order of the Board  
Martin G. Manen  
Secretary

Note  
Any member of the Company entitled to attend and vote at this meeting is also entitled to appoint one or more proxies to attend and vote in his stead. A proxy need not be a member of the Company.

## ADVERTISEMENT

## THE FAX REVOLUTION

Hiroshi Hamada, the President of Ricoh, spells out his personal interpretation of the philosophy that drives the company at all levels: a unique way that has led Ricoh to its pre-eminent position

**J**apanese companies have always placed great emphasis on their company's fundamental philosophy of business, more than their counterparts in Europe or the United States.

The principles which govern the way a Japanese company acts and the attitudes which guide the company's employees from the chairman's office to the workplace are often as important, sometimes more so, than the company's marketing and production strategy.

Even by Japanese standards, Ricoh, a world leader in advanced office automation equipment, places great importance on its philosophy, especially as it can trace its guiding principles back over 50 years to the company founder.

In his office in central Tokyo Ricoh's current President, Hiroshi Hamada, happily pays tribute to Mr Kiyoshi Ichimura, who spelled out his philosophy shortly after founding the company in 1936 as a manufacturer of sensitised paper and cameras.

Mr Ichimura's basic philosophy — the *San Ai* principle — is simply stated: "Love your neighbour, Love your country, Love your work."

Although Ricoh's managers have been perfectly at liberty

over the years to change such a philosophy, this has never been felt necessary despite Ricoh's transformation into an international giant employing 44,500 people in 127 subsidiaries, eight research institutes and 24 modern manufacturing plants worldwide.

President Hamada admits that whereas people from overseas have little problem with understanding the first two principles, when it comes to the third — "Love your work" — there is sometimes confusion.

The President clarifies it in this way: "Throughout a person's life he or she must work, and if it is to be useful work, then it must provide a service to others in society. If I was to summarise the *San Ai* principle in one sentence, I would say that it means 'Provide genuine service to others'."

Ricoh's founder, Kiyoshi Ichimura, was ahead of his time when, more than 50 years ago, he said: "Business is people. Business starts with people and ends with people."

From the very beginning, Ricoh considered its staff to be the company's greatest asset. And today President Hamada believes that realising the full potential of every company member is the company's most important

aim. In order to follow the founder's *San Ai* principle, Ricoh places great emphasis on another three principles which sum up the company's management philosophy.

"They mean a great deal to us and we try to follow them in our dealings with our customers and the communities in which we operate."

The first principle is that a person should "think as an entrepreneur" by continually improving his or her ability to think and act creatively.

The second, "put yourself in the other person's place", reflects the company's belief that Ricoh should provide not only what customers want but what they really need.

And the third principle, "find personal value in your work" encompasses Ricoh's strong belief that only when someone finds personal value in what they are doing, can they be of service to others.

"Just to improve one's ability is not work," says Hamada firmly. "That is study."

"When we manufacture or develop a product we must keep in mind that our products have value only when information and people can communicate, so we try to focus on the relationship between information and people. We call this 'MMC' — Man Machine Communication."

**"The fax machine will become more important than the telephone in years to come."**

— Hiroshi Hamada.

Since Ricoh has installed the world's first Olympic facsimile network in more than 160 countries on five continents as the official fax sponsor for next year's Olympic Games in Spain and France, cynics may suspect a certain amount of special pleading on President Hamada's part.

Yet, as the President goes on to develop his argument, the possibility that one day the facsimile machine will swap places with the telephone suddenly seems a lot more likely.

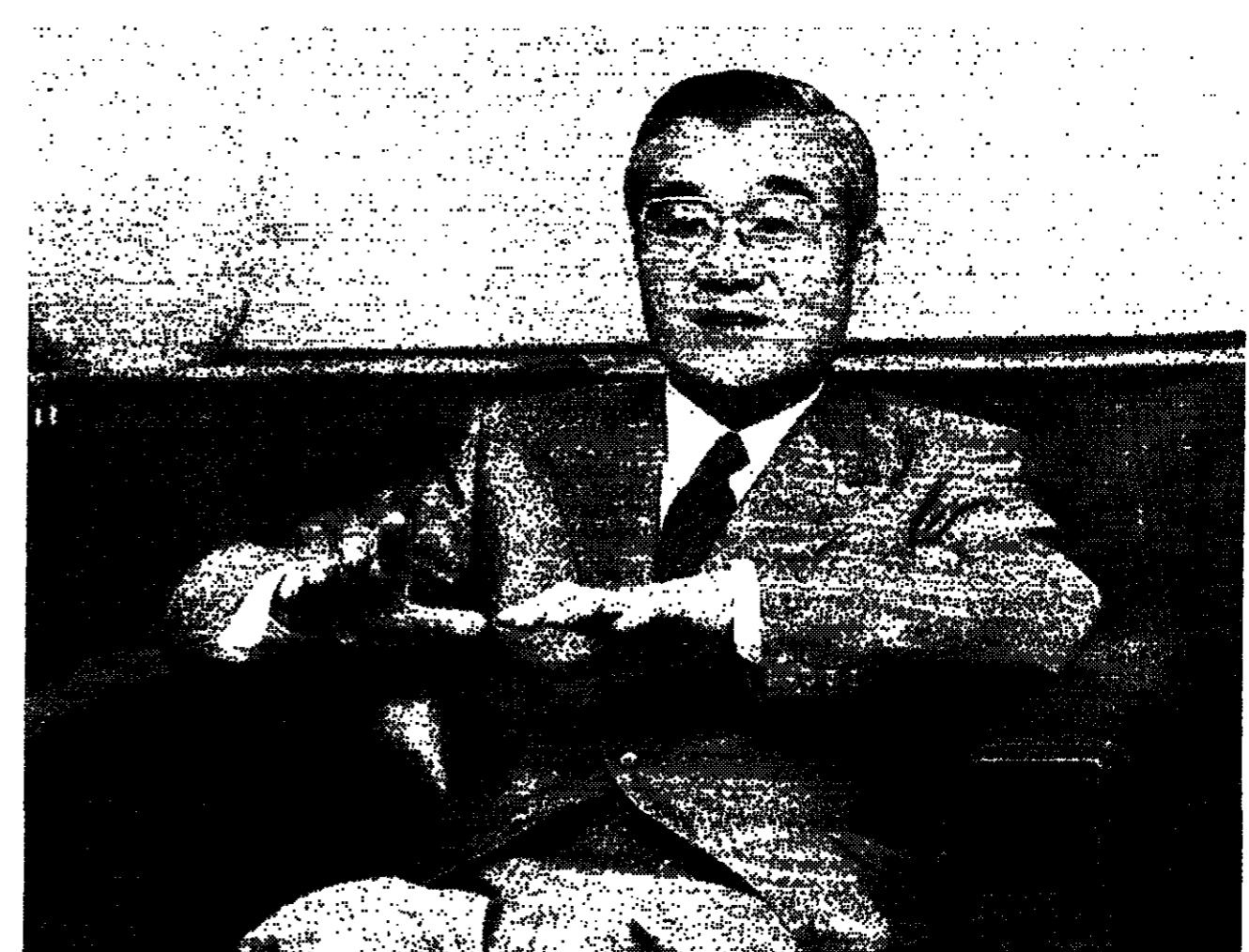
Of course, nothing will replace face to face meetings as the primary, and best, means of communication. But, in an increasingly interdependent world of instant communications where so much depends on avoiding misunderstandings, the technological means of communicating assume added importance.

For example, says President Hamada, if two people cannot speak the same language on the telephone, they will be unable to communicate.

But with a fax machine, even if the people involved do not have a common language, they can always use a dictionary at least to get the outline of the message. If this is not feasible then the message can be translated.

International communication by fax, therefore, goes beyond words or language.

Furthermore, the fax machine eliminates previous constraints of time, says President Hamada. Messages can be successfully transmitted and received from Los Angeles or Moscow to Tokyo or Sydney irrespective of the



Hiroshi Hamada: 'Ricoh strives to achieve the company philosophy of providing genuine service to others'

hour or day. Unlike a telephone conversation, time differences are no longer a problem.

Finally, the facsimile stretches communication further than the one-to-one mode of the telephone. With a facsimile, the original message can be shared by any number of people. It is a sophisticated means of communication which Ricoh is now providing all over the world.

The fax revolution has been swift. At the Los Angeles Olympics in 1984, there was hardly a fax machine to be seen. There were not many more at the Seoul Olympics in Korea three years ago. Next year's Games in Barcelona will be linked by fax to every one of the competing nations.

Ricoh's pioneering work in developing fax machines made it a clear favourite to become the official facsimile sponsor and install the world's first facsimile network.

#### Product development and diversification

Ricoh produced the first business digital fax machine way back in 1973. The company scored another "first" when it successfully completed the world's first international fax transmission of an A4 sheet from Tokyo to New York via satellite in less than a minute.

Ricoh's fax development has come a long way since. The latest Ricoh equipment can fax an A4 size sheet on ISDN lines in a mere 1.5 seconds — seven times faster than most others.

This year Ricoh entered the Guinness Book of Records by producing a notebook-sized fax, the smallest in the world, capable of sending and receiving A4 documents and which can send and receive high quality faxes over a cellular phone.

Ricoh's involvement in the Olympic Games was therefore a natural development, for two reasons.

First, although there are many events taking place in the world every year, if one was to choose the most significant event with the longest history it has to be the Olympic Games, held every four years.

"The event itself is a symbol. No other event can contribute more towards the growth of peace and development of culture than the Olympic Games. This is symbolised by the five linking rings of the Olympic symbol."

Second, and the President makes no bones about it, creating a network which will link the International Olympic Committee headquarters in Lausanne, Switzerland, with all 165 National Olympic Committees, 89 IOC members and 33 International (sports) Federations gives Ricoh an unrivalled opportunity to make its mark on the world scene as a leading manufacturer of office automation equipment.

And while the production of fax machines is an important part of Ricoh's business, it is by no means the most important. In fact, Ricoh's production of copying machines and related supplies still accounts for more than half of the company's world sales, and Ricoh remains the Number One copier manufacturer in Japan. And Ricoh's other activities include products as diverse as optical memory disks to printed circuit boards and high performance SLR cameras.

#### Localisation in Europe

"Since establishing its first subsidiary in Europe in 1963, Ricoh's expansion has been particularly strong in the region where the company now employs more than 2400 people. Ricoh Europe BV from its headquarters in the Netherlands now coordinates its seven sales subsidiaries and a financial subsidiary as well as the production subsidiaries at Telford in England's west Midlands and Colmar in France."

Europe's importance to Ricoh cannot be under-estimated although it was not always so.

Says President Hamada: "Many years ago we had no idea that we would be conducting operations in Europe on such a large scale. Europe appeared to be too diverse a region in which to conduct unified business, with so many different languages and cultures. But things have changed."

"I have no doubt that Europe will gain in importance in the coming years not only as an important unified market, but also as a centre of culture and peace. And we are very pleased that we now have a number of subsidiaries in Europe which have all been accepted by the local communities."

The way Ricoh has gone about its localisation programme is an excellent example of how the company puts its guiding principle of "putting yourself in the other person's place" into practice.

"We see it as essential to keep working hard to understand the needs of the local community, to keep changing and improving our service as a member of the community and above all, to be able to put ourselves in the shoes of the local community. That is the final goal."

International in outlook, innovative in product development and proud of the long established corporate philosophy, Ricoh's President can look confidently to the years ahead.

"Quite simply, I would like to see our company at the top of the office automation and image processing industry and to be widely recognised as the leader in this field."

If you want to know more about Ricoh and its products, visit the Japan Pavilion, S5.105, the Ricoh booth, at Telecom '91 Geneva (October 7 to October 15).



President Mr Hamada with His Excellency Juan Antonio Samaranch of the IOC

## THE FIRST OLYMPIC FAX NETWORK

Ricoh has completed the installation of the Olympic Facsimile Network. The occasion was marked by a recent ceremony at the company's Tokyo showroom where President Hamada greeted a distinguished gathering including the President of the International Olympic Committee, His Excellency Juan Antonio Samaranch and Andrew Craig, Executive Vice President and Deputy CEO of International Sports, Culture and Leisure Marketing AG (ISL).

President Samaranch's presence had a special relevance. After all, it was his idea to create an international network of fax machines that would link the 1992 Games and the Olympic Family.

Ricoh was quick to support the concept and was both willing and able to provide the necessary technology and expertise to create the world's first Olympic fax network.

The network, completed in 18 months, now links the International Olympic Committee headquarters in Lausanne, Switzerland with more than 160 countries around the world.

**RICOH**  
Official Olympic  
Facsimile Network Sponsor

# RICOH

## INTERNATIONAL NEWS

## South Koreans defend pace of financial reform

By John Riddings and Steven Butler in Seoul

MR Rhee Young Man, South Korea's finance minister, yesterday defended Korea's pace of financial reform against criticism from trading partners. He expressed hope that a seven-year plan for interest rate deregulation could be accelerated.

He said in an interview that the country's current economic difficulties, including inflation and a ballooning current account deficit, required a gradual approach to financial liberalisation. "If we liberalise interest rates all at once it will produce a lot of side effects," he said.

Last week, a visiting US delegation criticised the pace of financial reform in Korea and said the Korean government did not have a clear vision about the direction of its financial policies.

The US expressed dissatisfaction because of a lack of understanding about the economic situation in Korea," said Mr Rhee. He said the disagreement was only about the pace of reform and not about the ultimate goal.

Despite Korea's current economic difficulties, Mr Rhee said the situation was improving. "We expect GNP growth of about 9 per cent this year and we will not have much difficulty keeping inflation to single digits."

### Premadasa's critics lose

AN ATTEMPT to impeach Sri Lankan President Ranasinghe Premadasa has failed, his office said yesterday. Reuter reports from Colombo.

An impeachment motion submitted in August by the opposition and a group of rebel legislators from Mr Premadasa's ruling United National party was rejected by the speaker of parliament, the president's office said.

The speaker, Mr Raniffa Mohamed, told Mr Premadasa: "The resolution does not have the required number of valid signatures and... accordingly the resolution will not be pro-

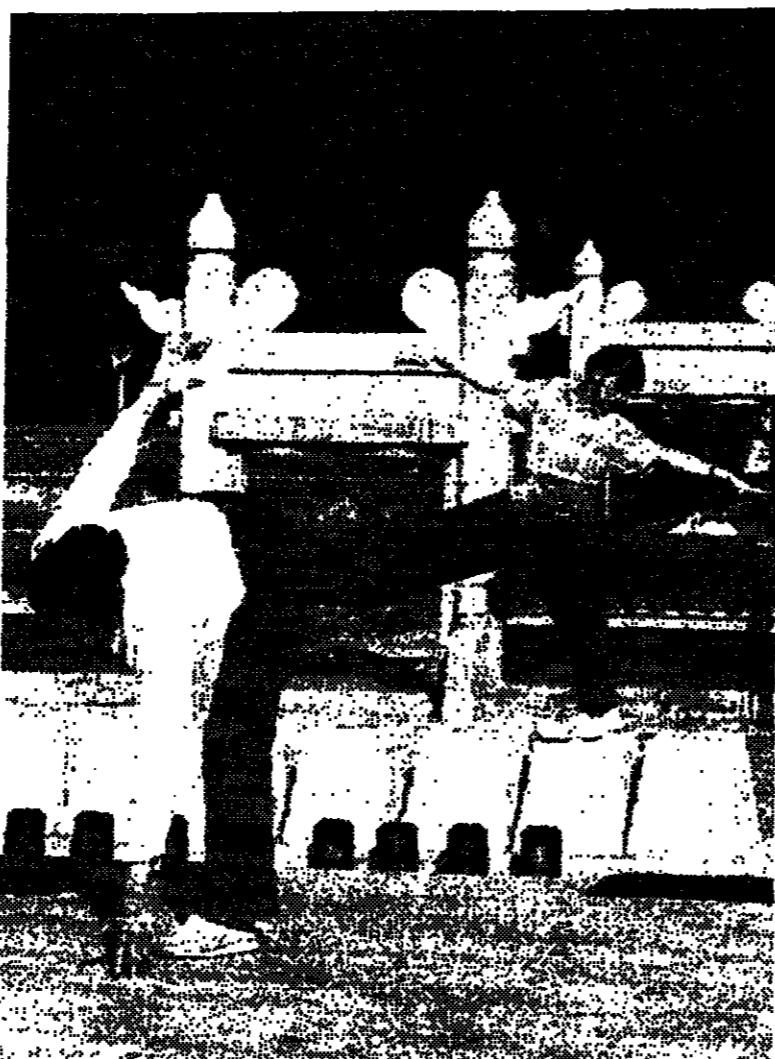
ceeded with." The motion, which had plunged Sri Lanka into a constitutional crisis, accused Mr Premadasa of abusing his powers and violating the constitution.

The speaker had considered the resolution but later said he would investigate complaints by some ruling party members that their signatures had been obtained illegally. The motion needed signatures from half of the 225 members of parliament to proceed.

Dissident legislators said earlier 122 government and opposition members had signed the motion.

## Exercise of power divides China's old guard

Beijing's 'old comrades' go through the same routine of winner-take-all, writes Robert Thomson



A Chinese mother and daughter practice Qigong — a traditional exercise combining meditation and physical activity

FOR THE past year, the elderly revolutionaries sitting atop the Chinese Communist Party have argued over what has become a virtual obsession for some of them, *qigong*, a traditional breathing and exercise routine with semi-spiritual pretensions.

The emergence of a *qigong* charismatic movement and its appeal to party octogenarians unversed by the bleakness of human mortality has become a symbol of the divisions among the revolutionaries, who have rarely agreed since they took control of the country two years ago and crushed the pro-democracy movement.

Party elders are united in disgust at the collapse of Soviet communism, but they are still settling vendettas from 30 or more years ago, and have widely differing ideas on many issues, including the pace of economic reform, the selection of younger leaders, and the counter-revolutionary qualities of *qigong*.

These ultimate arbiters of Chinese policy are intimidated by the erosion of state control over the economy, and yet they concede that economic reform has produced material gains which have lessened the chances of an overthrow in the east European communist style.

The political paralysis among the "old comrades", as they are called in Chinese, has made the Communist Party's official leadership increasingly cautious. Leaders such as Li Peng, the prime minister, have been unable to respond to financial crisis in state factories, and have resorted to a crude nationalism in defending "Socialism with Chinese Characteristics".

And as the central leadership becomes ever more irrelevant, ambitious provincial leaders are pushing ahead with economic programmes and building their own power bases outside the existing, revolution-based party structure.

The Chinese party is not another communist domineering poised to fall though the death of an influential elder will prompt a shift in the Beijing power structure, depending on which elder it happens to be. A common mistake in analysing such power shifts is to picture a handful of geriatrics at the helm and to overlook the hundreds of other revolutionary-era cadres with whom they have links.

Each of the better-known Chinese elders, Deng Xiaoping, Yang Shangkun, the president, and Chen Yun, the ailing economist, draws power from their own prestige and from their links to other, lesser-known revolutionaries, who also have extensive networks of influence in the party and in the People's Liberation Army.

The revolutionaries' political disputes turn on several axes, and their opinions are frequently inconsistent. Take Wang Zhen, a vice-president with a ruthless streak who declared not long ago that Mao Zedong Thought is "the most valuable spiritual asset of the Chinese nation". Wang is a believer in party control, and yet he has been one of the strongest advocates of economic reform and the establishment of special economic zones.

A second cause of confusion among middle-ranking officials is that it has been common for conservatives to allow the reformists to move too far, and then clamp down. It has also been common for the reformers to allow party conservatives to publicise their extreme views as a prelude to silencing them — according to bewildered party members, both of those strategies appear to be in motion at present.

Deng Liqun, a former propaganda chief who was voted out of office by party members at their 12th Congress three years ago, has been in fine form, censoring films and finding newspaper very willing to publish his sometimes bizarre opinions. Deng

suggested in a recent speech that errant writers and intellectuals should be "strangled", which is the sort of comment his opponents would expect and, perhaps, hope that he would make.

Zhu Rongji, the former mayor of Shanghai and now a deputy prime minister, is hailed by most foreign diplomats as the great reformist hope. Zhu has been given the almost impossible task of overhauling state industry, which has forced him to raise the sensitive issue of bankruptcy and to talk to party elders about stock ownership. Younger Chinese officials believe that Zhu has been set up, and will soon take a fall.

It is clear that the influence of Deng Xiaoping has faded, for physical and political reasons. He is still the paramount leader, but was compromised by the "failure" of his two choices as party boss, Hu Yaobang and Zhao Ziyang, both of whom were dismissed.

The man generally identified as Deng's chief rival, Chen Yun, the central planner who, strangely, took an early interest in environmental issues, is even less cognisant. Wan Li, the liberal-minded head of the Chinese parliament and occasional tennis opponent of visiting dignitaries pre-1989, is seriously ill.

This game of Chinese roulette is likely to play itself out slowly, with a possible outcome that Yang Shangkun, the still robust president, and his friends and relatives in the military will gradually assert their control, leading the Communist Party further down the road of mediocrity.

President Yang is another curious cross-breed of communist, who, called in the troops two years ago, and now sees himself as something of an international statesman. Chinese familiar with Yang suggest that he will be either as pragmatic or as brutal as is necessary to secure his own position in the People's Republic.

### Boat people stage protest

MORE THAN 10,000 boat people marched through Hong Kong's biggest camp for Vietnamese yesterday to protest against any plan to send them home by force, Reuter reports from Hong Kong.

With speculation sweeping the camps that forced deportation could start soon, boat people at the Whitehead camp chanted and punched the air, signalling they would fight any attempt to expel them from Hong Kong.

### ANC backs easing of sanctions

By Patti Waldmeir in Johannesburg

SOUTH African anti-apartheid organisations have decided to call for the immediate lifting of sports, cultural, academic and travel sanctions against Pretoria, though economic sanctions should be maintained until an interim government is formed to give blacks a share of power.

The decision, taken at a meeting of officials of the African National Congress, the Communist party and the largest

trade union federation, Cosatu, must still be approved by the ANC's highest policy-making body, the national executive. But ANC officials said they did not expect opposition from the executive.

While deciding to ease their stance on so-called "people's" sanctions, the ANC has recently stepped up its campaign to forestall international lending to Pretoria. ANC officials have issued thinly veiled threats that they might renege on foreign loans incurred by the present government, in an attempt to sabotage Pretoria's recent steps to return to capital markets.

The ANC has said it will drop its insistence on investment and loan bans only when an interim government — including the ruling National Party, the ANC and other black organisations — is in place.

### Sudan devalues currency

SUDAN HAS devalued its currency and scrapped subsidies on basic commodities, including sugar and fuel, Suna, the official news agency reported yesterday. Reuter reports from Khartoum.

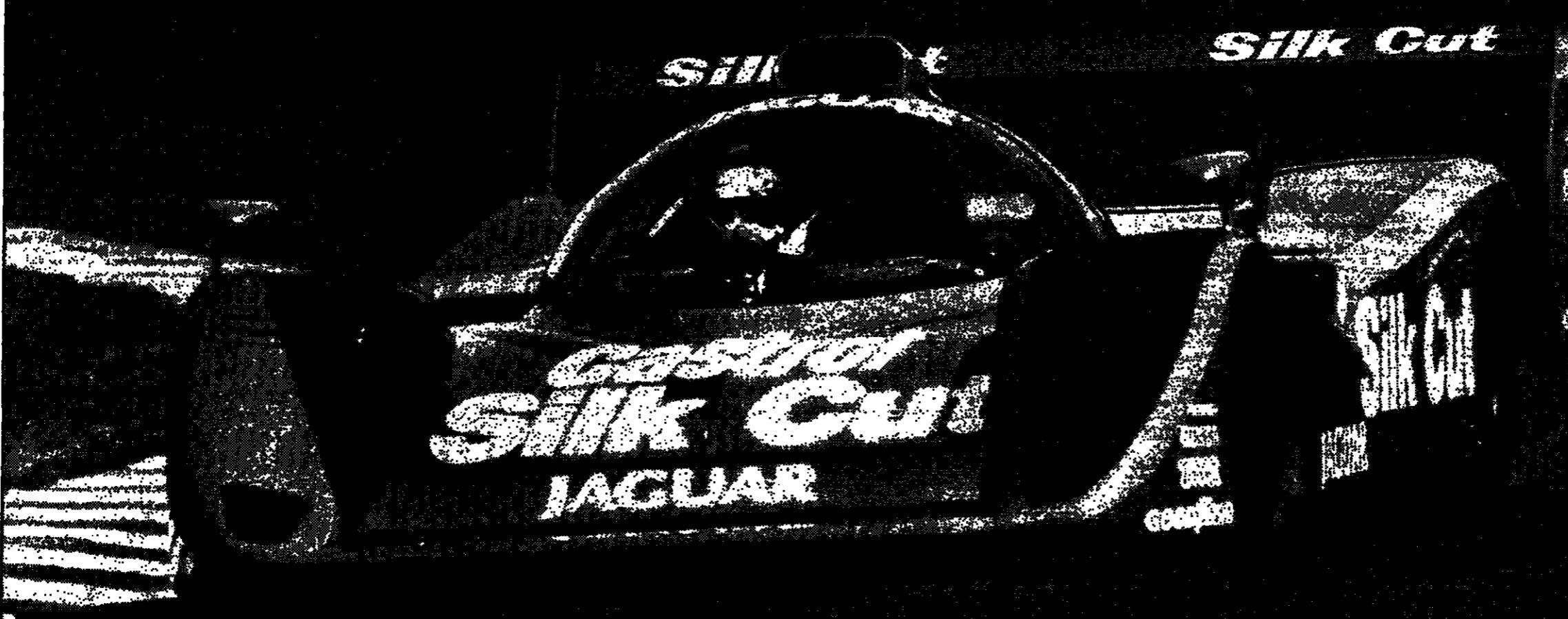
It said the Sudanese pound had from Sunday been devalued to an official exchange rate of 15 to the US dollar. A previous two-tier structure of \$212.3 and \$24.5 to the dollar was abolished.

Suna quoted Colonel Salah al-din Karrar, the member of

the 12-man ruling military council in charge of the economy, as saying the new rate would be used for government revenues, repayment of loans and grants, remittances by embassies and foreign organisations and customs payments by the private sector.

Subsidies on sugar and petroleum products would be lifted — the price of sugar has gone up by 75 per cent to \$27 per 500 grammes while petrol has been increased by 66 per cent to \$25 a gallon.

# JAGUAR. WORLD CHAMPIONS, ONCE AGAIN.



World Sports Car Champions 1987, 1988, 1991.

The recent result at Mexico City guarantees that Jaguar win the coveted World Sports Car Championship for 1991 — the third time in five years.\*

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JULY 1991

## AMERICAN NEWS

## Bush consults business leaders over recovery

By George Graham in Washington

PRESIDENT George Bush met US business leaders yesterday to discuss how to produce a stronger recovery from the recession, amid increasing signs of government concern about the economy's weakness.

Mr Bush argued last week that the economy needed "a shot of confidence" but complained there was little the administration could do unilaterally other than "jawboning".

Yesterday's meeting was viewed by economists as an attempt to use this "jawboning" approach to encourage business confidence.

While the administration has interpreted recent economic statistics - such as last week's slight decline in the unemployment rate - as confirmation of its view that the economy is emerging from recession, it has also begun to swing its support behind Republican-sponsored legislative proposals intended to bolster recovery.

## MPs reject plan to reinstate Aristide

By Canute James

THE political crisis in Haiti deepened yesterday when the country's parliament rejected proposals for the reinstatement of President Jean-Bertrand Aristide, overthrown in a coup d'état last week.

The vote has further reduced the chances of a diplomatic solution to the crisis, and has made any return to office by Mr Aristide unlikely.

Mr Aristide took office last February on a wave of popular support from Haiti's majority poor, and without any structured party machinery.

Many MPs had been unhappy with his reluctance to form a coalition with any of the 12 parties represented in the assembly.

Parliament was expected to vote yesterday on the appointment of a provisional president as reports from Port-au-Prince indicated that thousands of citizens were fleeing the capital in fear of renewed violence.

The Haitian issue is due to

This growth package would include a cut in capital gains tax and tax credits for research and development. While the administration favours a cut in capital gains tax rates, White House officials yesterday raised questions about the timing of a cut.

Some administration officials fear a cut just before the opening of next year's election season might give political ammunition to charges of unfairness from the Democrat opposition.

Democrat efforts to boost the economy have focused on increasing domestic spending by transferring savings from the defence budget following the perceived decline in the Soviet threat. The recent proposals by Mr Bush and President Mikhail Gorbachev to cut nuclear arsenals.

But Mr Leon Panetta, chairman of the House budget committee, urged Congress yester-

day not to try to redraft next year's budget without considering a long-term plan to reduce the federal deficit.

Mr Panetta advocated a plan to save \$1,000bn (£574.7bn) over 10 years, helping to reduce the deficit from 6.1 per cent of gross national product next year to less than 1 per cent of GNP by the end of the decade.

He warned that without radical cuts in spending US national debt would grow to \$5,100bn, or more than 50 per cent of GNP, by the end of the decade.

The Panetta proposals include a 20 per cent reduction in government operating costs by cutting the number of departments from 14 to six - with savings he estimated at \$15bn-\$25bn over the decade - and cuts in domestic and benefit programmes. The bulk of savings would come, he said, from cuts of \$200bn-\$300bn in defence spending.



Carlos Menem: tough struggle

Minister believes battle for economic stability far from won

## Argentina warned on inflation

MR Domingo Cavallo, Argentina's economy minister, has warned that inflation remains "far too high", stressing that the battle for economic stability is far from won, writes John Barrham in Buenos Aires.

His warnings come even though Argentina is experiencing one of the lowest inflation periods in its recent history.

Mr Cavallo faces two crucial tests this week to prevent the planned reintroduction of index-linking wages to inflation. The government and the judiciary are locked in a constitutional dispute after the Supreme Court invoked its powers as an independent branch of government to award its members a 25 per cent wage increase.

The government has blocked the increase, arguing that if the justices get their way other sectors will be able to demand equally large increases.

Simultaneously, wage negotiations with the powerful metalworkers' union began yesterday. Employers are under intense pressure from rising foreign competition to resist inflationary wage increases. The government has warned companies to increase wages only in line with improvements in productivity.

Inflation must fall to international levels rapidly if Mr Cavallo's broader economic strategy is to work.

Although September's inflation rate of just 1.8 per cent was little more than August's increase of 1.8 per cent, prices have climbed 18.3 per cent since April, when Mr Cavallo tied the austral, Argentina's currency, to the US dollar and made it freely convertible.

The finances of Mr Carlos Menem's government are in good shape, if only because privatisation receipts are greater than expected, but the struggle against two other sources of inflation -

high production costs and inefficient markets - is proving far tougher than expected.

Mr Cavallo needs quickly to overcome resistance to reforms of the rigid and inefficient transport system, labour market, public sector and financial industry. These burden the economy with about \$8bn (£4.5bn) a year in excess operating costs.

The rigid retail system is also a key difficulty: retailers have increased prices of goods in shops by 18.3 per cent since April, even though the wholesale sale prices of the same products rose just 4.5 per cent in the period.

Mr Cavallo will require rising tax revenues to stabilise fragile finances and keep inflation under control. Diplomats note that inward foreign investments are urgently needed to spur the economic growth required for the minister's plans to succeed.

## US cautious over Soviet arms cuts

By George Graham

US officials and legislators responded cautiously yesterday to the Soviet Union's proposals to go beyond the nuclear arms cuts put forward 10 days ago by President George Bush.

White House officials said the proposals made by President Mikhail Gorbachev on Saturday represented "a substantive offer to consider", but that the Soviet leader's call for a summit meeting was premature.

"There are convergences between the two and there are differences between the two," a White House spokesman said yesterday. "We don't want to eliminate the atmosphere or the environment in which both sides are trying to be forthcoming and make unilateral decisions to reduce nuclear weapons."

Senator Sam Nunn, chairman of the Senate armed services committee, also urged caution in responding to Mr Gorbachev's proposals, which go beyond those of Mr Bush in urging a freeze on nuclear testing and broader cuts in strategic nuclear missiles.

"We cannot behave as if everything is going to be in the hands of this leadership from now on," he said.

## Smoker's suit reignites emotive debate

**I**N 1984 Rose Cipollone, a life-long smoker, died of cancer. Now, a full seven years later, the tobacco product liability suit which made her name famous is set to make its first appearance in the US Supreme Court.

Oral arguments in the case are scheduled to begin today, the day after the US's highest judicial authority reconvenes from its summer break. Analysts say a decision could be handed down as quickly as late-October or ruminations could continue until next summer; the favoured date is somewhere between the two, early in the new year.

But whenever the court makes its decision, there is little doubt its ruling will have significant implications for the emotive question of "smokers' suits". What the Supreme Court is being asked to determine is whether US federal law pre-empts state remedies or, to put it in the context of the Cipollone case, whether the presence of federally-mandated health warnings effectively prevents smokers from suing tobacco companies under state product liability laws.

Prosecutors contend that Mr Abrams concealed his knowledge of the network set up by Lt-Col Oliver North to finance the Nicaraguan Contra rebels with the proceeds from weapons sold to Iran.

A five-year investigation by Mr Lawrence Walsh, the independent special counsel appointed to investigate the Iran-Contra affair, has recently begun to produce charges against senior officials in the Central Intelligence Agency.

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## WORLD TRADE NEWS

## US, India edge closer to solving copyright dispute

By David Housego in New Delhi

THE US and India edged closer yesterday to solving a dispute over intellectual property rights that has threatened to precipitate retaliatory US action.

Mrs Carla Hills, US trade representative, said in New Delhi she hoped the dispute over India's resistance to allowing product patents in the pharmaceutical industry could be resolved to both sides' satisfaction. The US administration has until November 26 to decide whether to take retaliatory action against India under the Section 301 provision of the US Trade Act.

Mrs Hills yesterday saw Mr P. Narasimha Rao, India's prime minister, and other ministers who argued that recent trade and economic measures had considerably opened the Indian economy. The dispute over product patents is the last big remaining bone of contention between India and the US over trade and foreign investment issues involved in the Article 301 controversy.

Mrs Hills repeatedly denied Indian accusations that to allow product patents in the pharmaceutical industry would raise the price of drugs for the poor. "It is a false assertion," she told a business audience. She claimed research findings showed that allowing product patents cut costs and increased the choice of drugs available by encouraging competition.

Indian law, in an attempt to hold down prices for the poor, does not permit the registering of product payments in the areas of food, chemicals and pharmaceuticals. All that can be patented is the manufacturing process, for seven years rather than the normal 14.

The US argues the refusal to allow product patents robs drug companies of the fruits of their research. Senior ministers and officials are ready to change Indian law in the interests of broader commercial ties with the US. But they face strong opposition from the left, which sees a reversal of India's stand on intellectual property rights as damaging to the interests of the poor and as caving in to pressure from



Hills: repeated denials

multinationals.

Ahead of Mrs Hills' visit, 250 MPAs on the government to resist a reversal of Indian legislation on intellectual property rights.

By contrast, the government signalled its wish for expanded commercial ties with the US.

Through the Reserve Bank of India (the central bank), it approved a more than \$40m (223m) investment by Kellogg to establish a joint venture breakfast cereals project. The venture is the largest of the seven foreign investment projects approved by the bank since liberalisation of the foreign investment regulations in July.

China is preparing to join international copyright organisations, a move western diplomats said would help deflect international pressure, Reuter reports from Beijing.

The New China News Agency quoted Liu Gao, deputy director of State Administration for Copyrights, as saying China was preparing to join. It did not give a date for accession.

Although China's first copyright law went into effect on June 1, it has come under fierce international pressure to improve its record on intellectual property, particularly from the US.

The Bush administration in April cited China, along with India and Thailand, for allegedly violating intellectual property rights.

## Nafta free trade talks reaching most critical stage

Meetings are likely to focus on three issues, including rules of origin, Damian Fraser reports

TRADE negotiations over the North American free trade agreement (Nafta) are reaching their most critical stage. In three weeks' time, on October 26, trade ministers from the US, Canada and Mexico will meet in Zacatecas, Mexico, if broad agreement on the issues is reached by then, officials could soon start writing the text of the agreement.

Mexico's President Carlos Salinas de Gortari, in an interview, said the negotiations had reached the "most intense stage, the most intense but the most difficult", but that he hoped an agreement would be reached early next year.

The talks in Zacatecas are likely to focus on three important areas: rules of origin, which determine what constitutes a North American good; dispute mechanism; procedures; and the transitional period over which tariffs are phased out.

Without broad agreement on these areas, another ministerial meeting would be needed before beginning to write the text.

The three governments have already made progress on the question of rules of origin. Trade officials from the three countries have agreed that the large majority of goods will be considered "North American" if they undergo sufficient transformation in North America.

ica so that they change tariff classification, a principal known as "tariff jumping".

Thus, Mexican luggage made from Chinese leather with Taiwanese machinery would be considered North American, since the raw materials switched tariff classification in North America.

But in problem areas, the three countries will use a specified percentage of regional content, derived by the value of regional materials plus local manufacturing costs as a percentage of total value, to determine whether a good is North American. The rules governing regional content would differ from product to product, but not from country to country.

Mr Salinas hinted he would accept a reasonably high local content rule governing rules of origin. As he said, "Mexico does not want to become a showplace for re-exporting to other markets, but there must be important processes of transformation of products here, so additional employment opportunities are being generated out."

In the car sector, one of the most contentious to be negotiated, the big three US car manufacturers are pushing for a regional content of 70-80 per cent, up from the 50 per cent that governs the current US-Canada trade agreement. This would penalise non-American



President Salinas: "Talks are at their most intense stage"

MEXICO has overhauled customs posts on the Nuevo Laredo border crossing with the US through which some 45 per cent of US-Mexican trade passes, in an attempt to end decades of corruption and contraband, Damian Fraser reports. Two-way trade with the US was worth \$58.6bn (\$33.6bn) in 1990.

The change was opposed by customs officials, who for the first time went on strike, cut off electricity and water to the new customs site, and shot two finance ministry officials carrying out the move, one of whom is critically ill.

The old customs posts, more than 30 streets from the border crossing, were characterised by "vice and corruption" and were damaging Mexico's trade with the US, the finance ministry said. The posts have now been moved to the border, and are thus able to keep tighter control over traffic. The process of checking goods entering Mexico has become automated, largely curbing the discretion and power of the customs officials.

Mr Pedro Aspe, Mexico's finance minister, described the customs overhaul as a "typical microeconomic change" that his ministry would implement in the next three years. The overhaul follows reform of Mexico's ports last June.

representative, indicated some 50 per cent of US industry should be protected for 10 years. The Mexicans, for their part, in turn would like to protect maize, rice and wheat for 15 years.

The negotiations over tariff reductions will be affected by progress in Gatt's Uruguay Round trade negotiations, particularly on the status of the Multi-Fibre Arrangement (MFA), which governs developing-country textile exports into the US and other developed countries.

The US textile industry is unwilling to support Nafta until the future of the MFA, extended until the end of 1992, is finally resolved.

The Mexicans, for their part, are determined to abolish the limits on the exports of the roughly 4,000 goods that enter the US under the GSP (Generalised System of Preferences).

At the moment, GSP products only enter the US tariff zero if the amounts exported are below a pre-set limit - a system, say the Mexicans, that punishes the successful exporters.

Mexicans are also keen to protect the banking sector from US competition for a few years at least. The Mexican banks are being privatised, and officials would like to give them time to consolidate.

Mexicans and Canadians are both unhappy about allowing "national" treatment of banks, since it would allow the US to operate freely in their countries, whereas in the US a Mexican or Canadian bank would only be able to operate in one state.

Despite these differences, Mexican trade officials privately say the talks are going well.

Mr Salinas said: "There has been a proper process of communication within the three [US, Canada, and Mexico] negotiating groups: they have made important advances" and that "one part of next year, hopefully the first part of next year," an agreement will be ready.

## Japan trade insurance premiums to rise 30%

By Robert Thomson in Tokyo

JAPAN is likely to increase trade insurance premiums by about 30 per cent, in an attempt to cover growing losses suffered by Japanese companies in contracts with less-developed countries.

Ministry of International Trade and Industry (MitI) officials are discussing the premium plan with leading trading houses and trade

associations. It is understood the 30 per cent increase will be announced in coming weeks.

Companies have been making more and more claims for non-payment in deals in South America, Africa and eastern Europe, and we have no choice but to increase premiums. The situation is difficult this year because of extra losses suffered because of the Gulf

War," an official from MitI said.

Payments to companies totalled Y1.98bn (\$2.55m) last year, while the fund had an income of Y450m and recovered debts of Y400m, leaving a deficit sharply up from the Y400m deficit in 1988.

Exporters seeking cover in deals with developed countries pay about 0.25 per cent of

annual contract value as a premium for LDCs; this is likely to be 1.2 per cent, depending on the country's payment record.

Trading houses and long-term suppliers are the most frequent customers.

MitI said the payment increase would not especially disadvantage any trading partner, but be added to a country's existing rating.

## Slump seen in east European steel consumption

reports from Toronto.

Mr Leinhard Holschuh, IISI secretary-general, told the annual conference in Montreal that the drop in eastern European demand will account for four-fifths of the expected 40m

tonne decline in 1991 worldwide steel consumption. The IISI says total demand will drop 5.2 per cent to 735m tonnes. Weak offtake in eastern Europe, North America, the UK and Scandinavia will

be partly offset by peak consumption in Japan and Germany. Only a modest upturn is seen in the world steel market for the rest of this decade, with consumption reaching 790m tonnes in the year 2000.

## Cuba's meningitis vaccine exports set to double

By Canute James in Kingston

CUBA's growing export trade in vaccine against meningitis B, a disease which has afflicted thousands of people in South American countries, mainly Brazil, Colombia, Uruguay, Paraguay, Argentina, Venezuela and Ecuador.

Vaccines against meningitis A and C were available, but the treatment for the B strain was elusive. Cuba will export 15m doses to Brazil this year, in exports worth about \$60m.

The plant will produce an average 75m doses a year, enough to meet current demand in South America. The cost will be much less than the \$5 a dose for the Cuban-exported vaccine.

Cuban medical researchers

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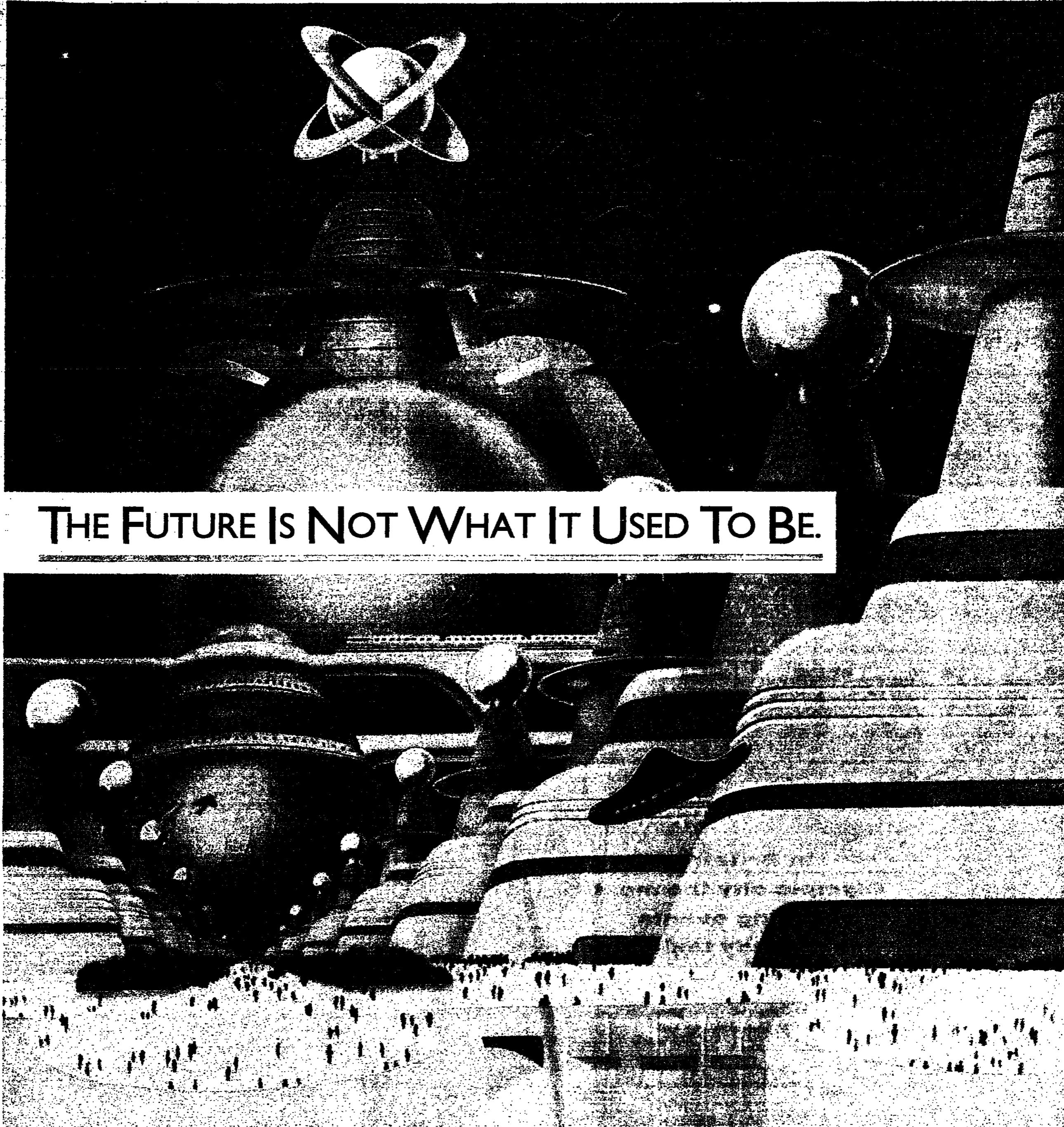
The Mexican government is determined to expand its economy, with nearly 4,000 new projects under the US-Soviet Union of Friendship. At the moment, the only ones being planned are below a ground surface, say the Mexican officials. Mexican officials are also planning the building of a new highway from US to Canada. Years at least. The officials would like to have them time to complete the highway. Mexican and Canadian officials say it would allow easier travel in the area. Canadian officials say they will be able to complete the highway in 10 years. Despite these efforts, Mexican trade officials say the following: "We Salinas said to have a proper government institution within the US, Canada, and Mexico. Native groups say they are important advances. Some parts of our country, the first part of our country, are not yet ready."

meningitis vaccine set to double

In Kingston

particular meningitis to just 10 years. At the time, the disease was spread throughout the Americas, with Mexico, Argentina, Brazil, and Chile. There is now a vaccine available, and it is being used in South America. The vaccine has been developed by the World Health Organization.

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## US plant to close with loss of 686 Scottish jobs

By James Buxton

SCOTLAND'S electronics industry suffered a severe blow yesterday when the US computer manufacturer Unisys announced that it is to close its plant at Livingston, West Lothian, early next year with the loss of 686 jobs.

Unisys, which has made heavy losses worldwide for the past two years, said the closure was part of a programme announced in July aimed at making cost savings of \$600m and shedding 10,000 jobs worldwide. It also said that the products made at the Livingston plant were being superseded by new technology.

The closure raised fears that other US-owned plants may be shut staff or close because of the current shake-out in the US computer industry. Unisys is one of the biggest employers in Livingston.

Unisys, formed from the merger in 1986 of Burroughs and Sperry and burdened with debt ever since, has already announced the closure of a plant making mainframe computers at Clear Lake, Iowa, and of a printed circuit board plant at Salt Lake City, Utah.

The Livingston plant was opened in 1980 to make low and medium speed cheque processing equipment, receipt printers and credit card reading devices.

Production and R & D for products made at Livingston is now to be centred on Unisys plants at Villers Ecalles, France, and in Plymouth, Michigan, US, which already make and design them.

The announcement by Unisys comes after several years of strong expansion by the Scottish electronics industry. Several new plants have been established by US and Japanese companies and employment last year reached a record of 47,000, more than half of them in foreign-owned plants.

But output was static last year after growing at an average of 14.5 per cent a year since 1980.

Unisys said in July that its programme to cut costs, involving 10,000 job losses, consolidation of plants, a slimming of its product range and \$1.2bn of special charges against second-quarter earnings would restore it to profitability later this year after suffering heavy losses for the past two years.

Technology, Page 12

## Major rallies Tories on eve of conference

By Ivo Dawayne

MR JOHN Major signalled the key themes for the annual Tory conference last night by stressing that Conservatives had stuck to their policies while their Labour opponents had "turned like sour milk."

In an eve-of-conference speech to 200 party agents in Blackpool, the prime minister drew strongly on events in eastern Europe, claiming the tide of history was ebbing away from socialism, as former communist societies embraced Conservative values.

"They want the power to choose. They want the right to own," he said.

Drawing attention to Labour's policy changes in recent years, he stressed: "Our party is confident in its values and proud of its history. We do not have to hide our past or pretend it never existed."

Earlier, Mr Chris Patten, the party chairman, told a Blackpool press conference that the Conservatives would be stressing their positive agenda for the 1990s. Among the messages intended to come to the fore was the view that the Conservatives were "incomparably better suited to manage the economy than the Labour Party."

The four-day conference will be attended by nearly 10,000 representatives and observers, hearing debate on some 18 topics, culminating in the leader's speech on Friday.

Production and R & D for

products made at Livingston is now to be centred on Unisys plants at Villers Ecalles, France, and in Plymouth, Michigan, US, which already make and design them.

The announcement by Unisys comes after several years of strong expansion by the Scottish electronics industry. Several new plants have been established by US and Japanese companies and employment last year reached a record of 47,000, more than half of them in foreign-owned plants.

But output was static last year after growing at an average of 14.5 per cent a year since 1980.

Unisys said in July that its programme to cut costs, involving 10,000 job losses, consolidation of plants, a slimming of its product range and \$1.2bn of special charges against second-quarter earnings would restore it to profitability later this year after suffering heavy losses for the past two years.

Technology, Page 12

## British Airways launches own political campaign

By Paul Betts, Aerospace Correspondent

BRITISH Airways, under pressure from competition at Heathrow airport, London, and the slump in the airline business, has launched a political campaign to defend its position as one of the world's biggest international carriers.

The airline has drawn up a 40-page manifesto detailing what it argues the government should do to "ensure Britain and British Airways - preserves its leading role in the world civil aviation industry."

Copies of the manifesto will be distributed at this week's Conservative Party conference. BA said it will also be sent to every candidate from all parties when the general election is called.

It will also be mailed to members of the House of Lords and European Parliament. The

manifesto demands:

- development of an adequate air transport infrastructure in Europe;
- negotiation by the European Community of multilateral air transport agreements with countries outside the EC;
- maintenance of the present system of allocating take-off and landing times at congested airports but reforming it to provide better access for new entrants.

"Many people in positions of power and influence still take a parochial view of the nation's airline industry," said Lord King, BA's chairman. "They fail to recognise that competition in this business is on a global basis - it does not begin and end at Land's End and the White Cliffs of Dover," he added.

The airline can round off their conference with a better figure - Friday's release of the retail prices index for September. This is due to show inflation rising at an annual rate of 4 per cent, a sharp fall from August's 4.7 per cent.

Mr Simon Briscoe, economist at Greenwell Montague, said the data showed that "despite the supposed return of consumer confidence, consumers are not confident enough to take on credit."

The figures were seized on by the opposition as "disappointing". Mr Gordon Brown, the Labour's industry spokesman, said the figures undermined government forecasts of a strong recovery under way.

He called on the prime minister to announce measures to increase industrial investment at the conference.

The Conservatives can round off their conference with a better figure - Friday's release of the retail prices index for September. This is due to show inflation rising at an annual rate of 4 per cent, a sharp fall

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## Thatcher may break ranks over Europe

How long will the deposed premier stay out of the limelight? Philip Stephens reports

**I**F THEY stick to the script Mr John Major and Mrs Margaret Thatcher will step on to the platform in Blackpool's Winter Gardens at the exactly the same moment tomorrow.

It should be impossible for the watching media to judge with certainty whether it is the prime minister past or present who wins the warmest reception from the last Conservative party conference before the general election.

But the fact of such a precisely-timed entrance - negotiated down to the last detail over the past three months - is testimony to the acute anxiety which surrounds Mrs Thatcher's appearance before the party faithful.

Last year she stood on the platform in Bournemouth as prime minister: defiant and determined in the midst of a mounting crisis in her government. As always, the conference delegates loved her. They had no time for the fainthearted. A month later she was gone, forced out of Downing Street by a collective loss of nerve among Conservative MPs.

Since then the party has been warned to Mr Major. He has won enthusiastic receptions at gatherings in Wales, Scotland and Southport. But among many delegates there will still be a feeling of betrayal, a suspicion that Mrs Thatcher was deserted by colleagues cast in tinfoil rather than iron. As one Tory MP put it: "She never lost an election. And they love her."

She will relish the applause. After several months at the start of the year during which she retreated into disbelieving depression, she has begun to rediscover her old energy. She intends to be active, a figure on the world stage.

She still resents the way she was treated, sometimes drawing less than credible parallels with more dramatic events elsewhere. After the abortive coup against president Mikhail Gorbachev last month she remarked that: "The worst thing, when these occasions



tion will aim to promote "the widest possible acceptance of the principles of economic and political freedom, democracy, the rule of law and strong defence".

As its prospectus notes, Mrs Thatcher is determined also that ways should be found of "strengthening and deepening links between the countries of Western Europe and the new democracies in the East and the Soviet Union".

It is that sentence that holds the seeds of an open confrontation with her successor. Mrs Thatcher fell from power more than anything else because of her passionate opposition to European integration. It drove Mr Michael Heseltine, Mr Nigel Lawson and Sir Geoffrey Howe from office. It sparked Mr Heseltine's leadership challenge.

She has not changed her mind. If anything the collapse of communism in Eastern Europe and the break-up of the Soviet Union has persuaded her that the vision of Europe she set out in her now infamous Bruges speech is more, not less relevant.

The present European Community of 12 is insular, protectionist, and, above all, moving along the road to federalism. Mrs Thatcher wants the loose confederation of sovereign states - stretching from the Atlantic to the Ural - which was foreshadowed in Bruges. She is more determined than ever that the authority, the sovereignty of the Westminster parliament should not be eroded.

It is a point she has made several times in during lectures to US audiences over the past few months. It is one that might well persuade her to break publicly with Mr Major just months before a general election.

The Thatcher Foundation will be designed to give a permanent platform for such ideas. In the last two months her fundraising efforts have taken her to Japan, Hong Kong, the Gulf, and the US. In between she has found time for visits to China, Poland and the Soviet Union.

Once established the foundation will be designed to give a permanent platform for such ideas. In the last two months her fundraising efforts have taken her to Japan, Hong Kong, the Gulf, and the US. In between she has found time for visits to China, Poland and the Soviet Union.

Like his predecessor he

opposes vigorously the open transfer of power to Community institutions proposed by some of Britain's partners in the talks on political union. Mr Major would veto any treaty changes which handed over control of foreign and defence policy.

In the talks on EMU, however, the prime minister has worked hard to win the compromise which now looks likely to emerge from Maastricht. In essence, Britain would agree to moves towards a single currency but it would reserve the right for a future Parliament to keep remain outside such a union. It is a compromise that Mr Major is confident will win the overwhelming backing of his parliamentary colleagues.

But not Mrs Thatcher. She believes that any deal which involves changes to the Treaty of Rome will bind Britain into eventual acceptance of a single currency. More importantly she views the process of economic union as a cloak for federalism.

Once Britain ceded control of key economic levers to Brussels, it would effectively be handing parliamentary sovereignty to Brussels. Tax and public spending policies would be outside the government's control. National defence would be compromised.

She believes that Mr Major should veto any treaty changes. Those countries who are committed to a single currency could go ahead outside the framework of the Treaty of Rome.

It is an issue that Mrs Thatcher feels passionately about. For her the decisions taken in Maastricht will be the most important facing Britain since it joined the Community. If necessary she is willing to oppose publicly the deal now being contemplated by her successor and to call for a national referendum on the issue.

She will not get much support among the colleagues at Westminster who deposed her a year ago. But then Mrs Thatcher intends to appeal directly to the people.

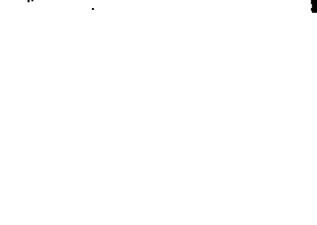
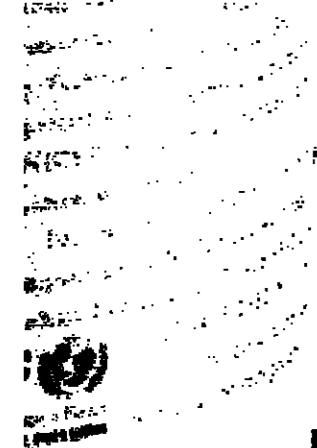
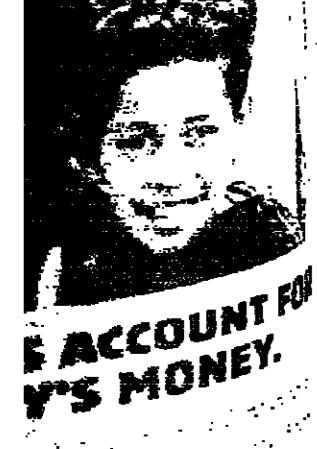
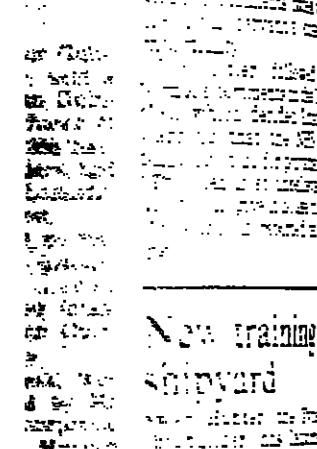
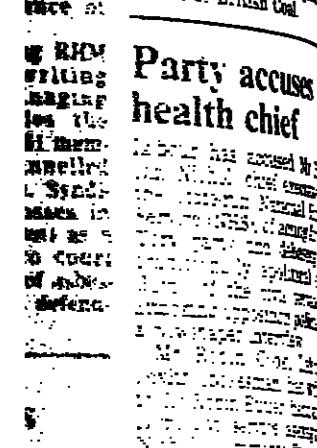
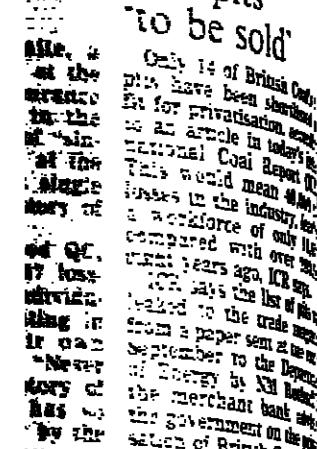
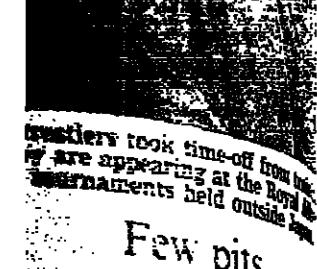
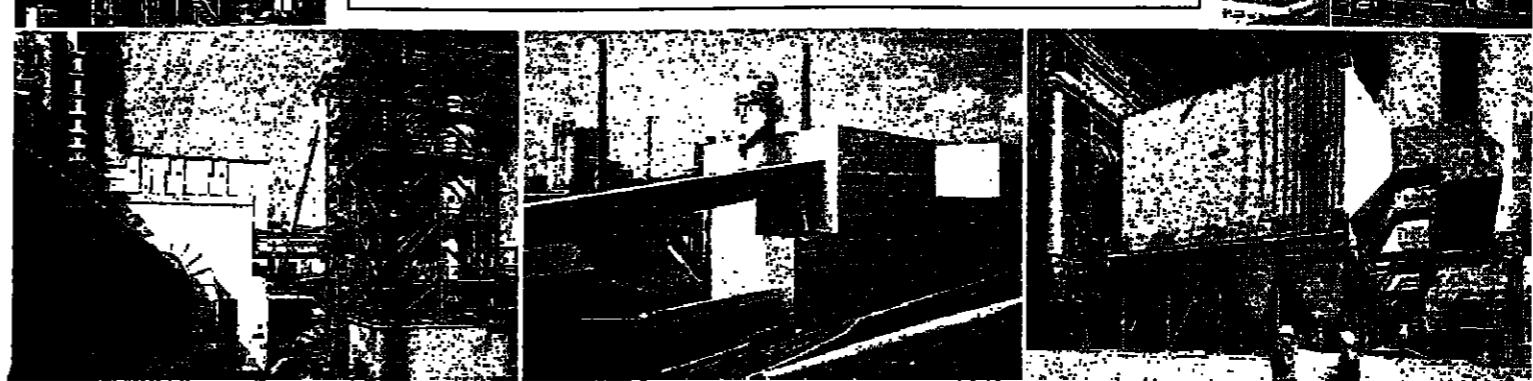
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## TECHNOLOGY

**Bar-codes make the headlines**

The last UK national newspapers to be printed without bar-codes fell into line last month at the end of a successful muscle-flexing campaign by Tesco, the supermarket retailer.

The Financial Times joined the other quality papers in September when it began printing a 15-digit code at the bottom left-hand side of the front page.

The move comes after what many circulation directors perceive to be rapidly increasing pressure from retailers to print bar-codes or face a refusal to stock the papers.

Tesco says it has not taken its threat that far. Nevertheless, it has been a leading advocate of bar-codes and has lobbied newspapers hard to bring them into line with other items on sale in its stores.

Paul Nutter, Tesco's assistant bar-code manager, estimates that using bar-code readers at the check-out is about 10 per cent faster than keying in the price of papers by hand.

However, the company's main reason for insisting on bar-codes is automated stock control. The unique code allows each store to keep precise tabs on how many papers are sold, at what time and when new quantities need to be ordered.

The Evening Standard has been printing bar-codes since the beginning of the year, but with its own aims in mind. It scans every unsold, returned copy of the paper. It can use the statistics to calculate how many copies of each edition of the paper were sold in its distribution regions, within one day of publication.

Most tabloids had bar-codes on their back page - long before the quality papers. The first, on the Daily Mirror, appeared in June 1988.

Broadsheets resisted longer, partly because they are forced to sacrifice valuable front page editorial space. Shop assistants would otherwise have to waste time unfolding each paper to find the bar-code.

But few readers appear to have been disturbed by bar-codes on their newspapers. It seems that they are becoming a universally accepted symbol on retail goods.

Andrew Jack

**Y**esterday's announcement that Unisys, the US computer company, is to close its plant at Livingston in Scotland next year, risking nearly 700 people redundant, is the worst news Silicon Glen, as the Scottish electronics industry is called, has had for several years.

The plant is the victim of a worldwide retrenchment by Unisys which is shedding 10,000 jobs. But it was at risk because demand for the equipment it makes for handling cheques and paper in the banking industry is declining as paperless transactions take over.

But for Scotland it raises old questions about the permanence of investments by multinationals in Silicon Glen. It will be seen by some as a harbinger of further job losses and closures as the US computer industry goes through turmoil, with companies such as Digital Equipment and National Semiconductor reporting falling profits and making restructuring provisions.

Scotland is particularly vulnerable because about 40 per cent of the 47,000 people who worked in Silicon Glen last year were employed by US companies. Some 50 per cent of the foreign-owned electronics plants in Scotland are US-owned.

A sustained run of expansion, beginning in 1987, had already almost come to an end in Silicon Glen. Its total output last year was static after 10 years of growing at an average of 14 per cent a year.

For example Compaq, the US personal computer company which grew hugely in the late 1980s, filled up the superb site at Erskine near Glasgow on which it only began manufacturing in January 1988. A year ago it doubled the size of its plant to 530,000 square feet. But there is no talk of further growth.

The current quarter will be very busy and so will the next quarter. Further ahead than that I can't say," says Ronnie Gilliland at the plant. "We have to be very careful about keeping the headcount under control and holding down costs. We don't want to get ahead of ourselves."

About 25 miles away at Irving, Compaq Peripheral, the fast-growing US disk drive maker, employs 420 people in a plant which started from scratch only in June 1990. It says it is waiting for signs of an upturn in the European computer market before going ahead with building a purpose-

**J**ames Buxton on Scotland's electronics industry in the wake of 700 redundancies at Unisys

## Scotch mist in Silicon Glen

built plant which it said early last year could eventually employ 1,500 people.

In Edinburgh GEC Ferranti, the British defence electronics company, is shedding 657 people from its Scottish workforce of 4,800 in a further wave of redundancies and early retirement. Two years ago it employed nearly 7,000.

While the defence electronics industry, which made up nearly 25 per cent of the 47,000 strong workforce of the Scottish electronics industry in 1990, is a victim of the ending of the cold war, data processing equipment makers and their suppliers are facing flattening demand in European and overseas markets.

But until last August there had been no big closures of foreign-owned plants since the ailing Wang shut its Stirling facility in mid-1989. Compaq took it over as a repair and spares operation and now employs slightly more people there than the 240 who Wang made redundant.

However in August the US personal computer company which grew hugely in the late 1980s, filled up the superb site at Erskine near Glasgow on which it only began manufacturing in January 1988. A year ago it doubled the size of its plant to 530,000 square feet. But there is no talk of further growth.

Rodime was that rare thing - a Scottish-based company which had spun out of a multinational (Burroughs, the forerunner of Unisys). It produced the world's first 3.5-inch disk drive. But it never succeeded in manufacturing successfully and had not made an annual profit since 1986.

Compaq was only one of a new wave of large companies setting up plants in Scotland in the late 1980s, adding to an industry which already had most of the main US electronic companies, led by International Business Machines at Greenock which is this year celebrating its 40th anniversary. Inward investment pro-



Compaq's first manufacturing plant at Erskine, near Glasgow

jects announced by electronics companies totalled \$823m in 1988-89, \$72m in 1989-90 and \$50m in 1990-91.

Only last year Sun Microsystems, the US workstation maker, opened a plant at Livingston near Edinburgh and Motorola is building a large facility at Easter Inchn, West Lothian, to make mobile telecommunication equipment. Although most new investment is from the US, whose companies accounted for 40 per cent of employment in Silicon Glen in 1988, Japanese companies have begun arriving in greater numbers: JVC has a plant making televisions and computer monitors at East Kilbride and Oki set up a printer plant in Cumbernauld.

The original equipment manufacturers (OEMs) plants have been matched by a string of smaller operations established by US and Far Eastern component makers, anxious to get into the EC before the completion of the single market in 1992. The range of products available in Silicon Glen is probably greater than ever.

The government encouraged these companies to locate in Scotland with grants and other incentives. In the mid-1980s the Scottish Development Agency (SDA) believed that if enough multinationals set up operations in Scotland a state of "critical mass" would be achieved: start-up companies would be formed by executives spinning off from the multinationals and an indigenous Scottish components industry would grow on the back of orders from the multinationals.

But spin-offs have been very rare (a recent exception is the four companies formed by managers spinning off from the Livingston plant of the US company Burt Brown), while a 1988 survey showed that only 15 per cent of the Scottish electronics industry's inputs were supplied from Scotland.

Only a few Scottish-based electronics companies manufacture on any scale: they include Prestwick Circuits (publicly quoted) and Exacta (unlisted) in printed circuit boards, and Minmet (owned by the privately-owned Murray

International) in personal computer assembly and satellite receivers. In 1988 some 39 of the 50 Scottish-based companies employed fewer than 100 people.

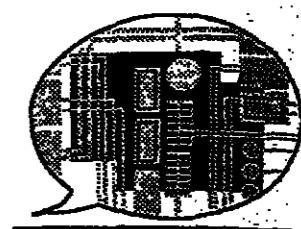
Ex-SDA staff admit now that the critical mass theory was probably a fallacy: branch manufacturing plants do not usually employ people who know enough about the whole business to spin off, while product designers and purchasing directors based in the US or the Far East usually need strong reasons for specifying components which happen to be made close to the Scottish plant.

David Simpson, who returned to Scotland a few years ago after a successful career with electronics companies in the US, believes that the Scottish branch plants of multinationals are at risk in any shake-out in the US because most of them lack research and development operations.

By this yardstick one of the strongest Scottish plants is NCR whose facility at Dundee

## Getting to grips with security

By Alan Cane



### TECHNICALLY SPEAKING

In some ways this is a pity, because computer security is one of those dull topics which is going to claim progressively more of senior managers' time and energy as computers become dispersed through organisations.

Computer systems are feeble things at the best of times, prone to collapse when asked to do anything very complicated and apt to lose valuable information at the press of a keystroke. Add threats from a determined hacker and it is easy to see why managers have sleepless nights worrying about the integrity of their company data.

What is clearly needed is a set of standard security measures that can be used easily by business computer users, each with its own "Xitmark" of confidence.

As the European Security Forum puts it: "Such a scheme could be of substantial benefit to commercial organisations. Users would have a common and authoritative yardstick for assessing the security of IT products and systems, and IT suppliers would be encouraged to improve the security features of their products and systems by having a common standard to work to."

If Macpherson's analysis is right there may not be great deal Scotland can do about it. The obstacle to finding a remedy for these problems is that the decisions on what happens in Scottish plants are not usually taken in Scotland," he says.

It is, Forum members think, hard to grapple with. It is overly wordy, imprecise and poorly structured where it should be easy to understand, clearly documented and supported by appropriate training and software.

And human nature being what it is, Itsec could be ignored. The result would be increased costs for users, because of a plethora of non-standard solutions, while Europe will lose impetus in one of the few areas of IT where it has taken a sensible initiative.

Europe's computer users are starting to find their voice, as evidenced by their attempt to sway the Commission on the recent draft directive on software protection. On security, they will have to shout loud and strong if they are to bend the rule to their own needs.

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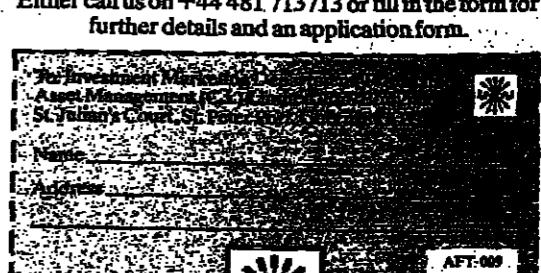
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security  
Alan Cane

**TECHNICAL SPEAKING**

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be applied to both military  
and commercial purposes.  
the time, it failed.  
most of companies still  
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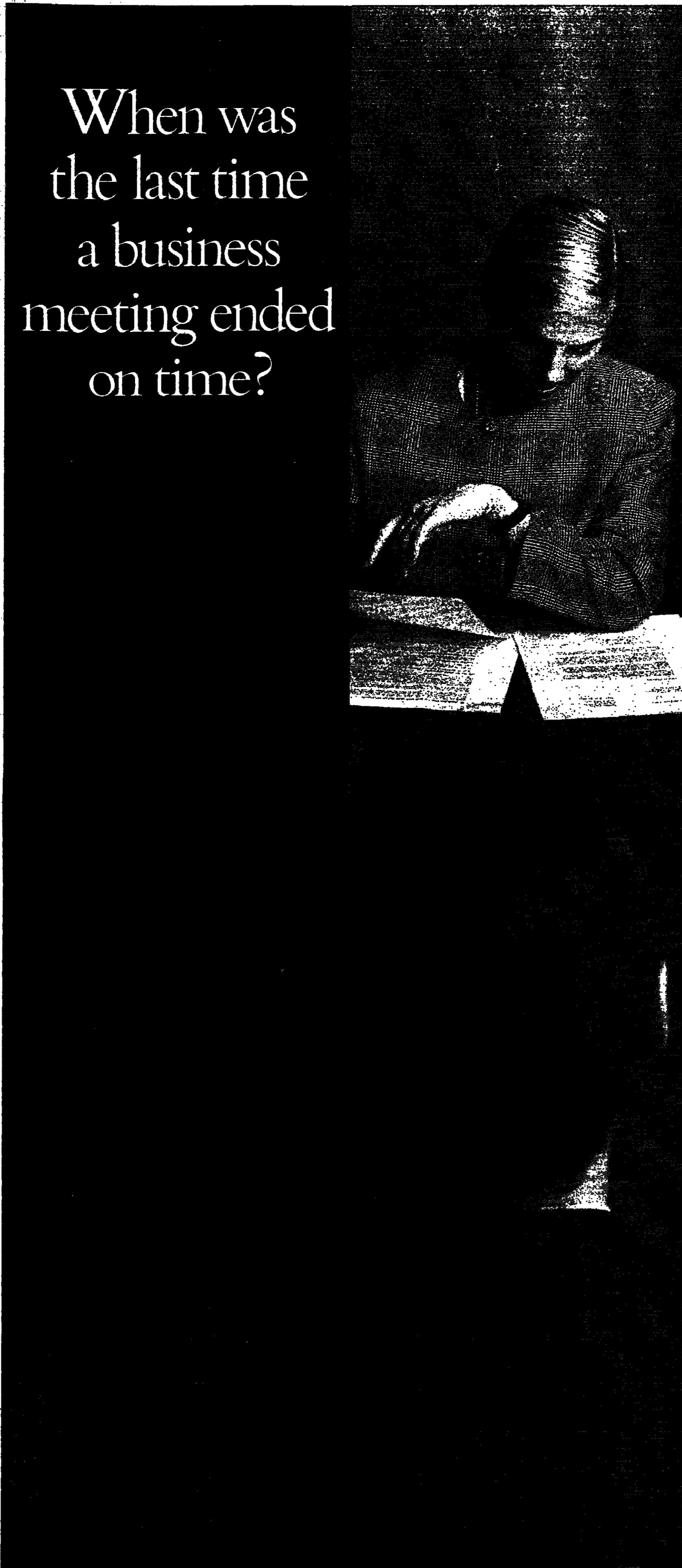
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## MANAGEMENT: The Growing Business

# Tailor-made for home delivery by mail order

By Charles Batchelor

Over the past 10 years, James Meade, a former major in the Coldstream Guards, has sold high class shirts initially from his home in Fulham, then from a railway arch in Brixton and, most recently, from a 20,000 square foot warehouse in Andover, Hampshire.

At first sight these are unusual and unprepossessing locations for a company seeking to exploit the upmarket image. Jersey Street tailoring, though at considerably less than Jermyn Street prices, Meade's success - sales of nearly £2m in 1990-91 - was the result of his decision to sell by mail-order.

His 60,000 customers and the further 140,000 people he regularly writes to get their impression of Meade from his news paper advertisements and his glossy mailings and not from a swanky location in the heart of London's West End.

Meade's decision to use mail-order means he could keep costs to a minimum in the early vulnerable years. Many other small firms have discovered that mail-order gives them a great deal of operational freedom when funds and management time are at a premium.

This appears to contrast markedly with the malaise which has affected many of the large British mail-order companies. Although 20m people still spend £1bn a year on mail-order purchases, competition from conventional retailers reduced its share of the total retail market from 3.5 per cent in 1987 to 3 per cent in 1989.

Small firms differ in using mail-order simply as a means of distributing the goods that they themselves manufacture, rather than as a business in itself. And while most large mail-order companies produce thick catalogues offering a broad range of products, small firms tend to supply one or two products or at most a small range of specialist items.

In contrast with the generally downmarket image of mail-order, small companies frequently produce more specialised upmarket products. "It must not be a product you can buy on every high street," says

James Meade. "There needs to be enough margin in the product to make it worthwhile to produce the order. There must also be the potential for repeat sales because the cost of advertising is so high."

Modern packaging technology and improvements in the service offered by both the Royal Mail and private couriers means there are few products which cannot be sold by mail-order. Michelle Berrydale-Johnson sends her Berrydale's soft-based ice cream around the country by mail with only the occasional sticky mishap.

Berrydale-Johnson says she is happy to supply customers in far-flung places, many of whom are allergic to dairy products, though the relatively low value of each order means it is expensive both for her and the customer.

But if the product is sufficiently costly and meets the other criteria there are considerable advantages to be gained from selling by mail-order.

• A company can avoid the considerable cost of buying or renting retail property. Cosmetica (a la Carte has two shops in London's Covent Garden and Belgravia - but it also has 13 independent make-up artists demonstrating and taking orders for its products around the country.

Rivers believes that by a more professional use of direct marketing techniques she can increase sales to £250,000-300,000. She is looking to employ a marketing consultant to double the size of her present mailing list of 7,000 people, 30 per cent of whom have actually bought her cakes.

Running a successful mail-order business depends to a large degree on how professionally the company can market itself to prospective customers. Since there is no shop-front the business must rely on advertising and on mail shots.

BioPharm (UK) supplies customers around the world with leeches and biochemical products from its base at Hendy, Dyfed. Roy Sawyer, managing director, has built up lists of clients and potential clients over the years from regular visits to international medical conferences.

His company now regularly keeps in touch with 400 health professionals around the world. BioPharm mails leaflets explaining new products and enclosing a reply-paid coupon for its catalogue.

Some companies in very specialised areas may be able to build up a mailing list from their existing customers and from professional contacts but others, like Meg Rivers Cakes, may need to expand their market. This can be achieved by swapping, renting or buying mailing lists from companies in related fields or from professional list brokers.

James Meade swaps his mailing list with companies which sell fishing tackle and porcelain. Buying, or more usually renting a list (for once-only use), becomes expensive with a list of UK customers costing between £55 and £100 per 1,000 names, according to Marved, a list broker.

Once a company has established a mailing list it will need to devote a considerable effort to "cleaning" it, removing the names of people who never buy or who change addresses.

And once a company starts to build up a mailing list it must start to take account of issues such as the Mail Preference Service, which allows people to have their names removed from lists, and the Data Protection Act, which grants access to personal information on data-bases.

Although mail-order and direct mail marketing can be an effective way of doing business, they do impose costs and demands on a small business. James Meade spends large sums on advertising and calculates that his total marketing costs are 30 per cent of his turnover.

It is not unusual for a company to impose costs and demands on a small business. James Meade spends large sums on advertising and calculates that his total marketing costs are 30 per cent of his turnover.

Useful reading. *Marketing without Frontiers. A Guide to International Direct Marketing*, Royal Mail International, 52 Grosvenor Gardens, London SW1W 0AA. 122 pages. Free. Do-It-Yourself Advertising by Roy Brewer. Kogan Page 124 pages. £7.99.



James Meade: swaps his mailing list

turnover. "It is a constant effort to maintain our mailing list," he comments.

Operating by mail-order also means that the company does not have direct contact with its customers. For many, though, this does not appear to be a major problem. Women are quite happy to discuss and take advice about the most suitable cosmetics over the telephone, says Lynne Sanders.

The proliferation of courier services has reduced the business customer's dependence on the post office but mail-order businesses are still acutely aware of their vulnerability to a postal strike.

Perhaps the biggest drawback of mail-order is at the same time its great attraction - the low barrier to entry. "It is so easy for people to copy your idea," says Meade. "You need to create barriers by building up your volume and your list of names and addresses and by streamlining your operations to reduce the cost of processing orders. That is hard, though."

Useful reading. *Marketing without Frontiers. A Guide to International Direct Marketing*, Royal Mail International, 52 Grosvenor Gardens, London SW1W 0AA. 122 pages. Free. Do-It-Yourself Advertising by Roy Brewer. Kogan Page 124 pages. £7.99.

## Scanning the horizon

Charles Batchelor on the need for planning

Only a quarter of business owners plan the future of their company for more than 12 months ahead, according to a survey of owner-managed businesses by accountants Touche Ross. And even those businesses that do rarely commit their plans to paper or identify any action that needs to be taken.

There is clearly considerable scope for many businesses to improve the usefulness and effectiveness of their planning procedures, the authors concluded. Twenty-five companies took part in the survey. Eighty-five per cent had turnover of less than £10m and 76 per cent were more than 10 years old.

Widely differing views were found on the meaning of the

otherwise change on an almost daily basis depending on whom and short-term circumstances.

Ninety-two per cent of the companies surveyed said that their business was relevant to their needs and only 36 per cent documented their planning. Only 24 per cent documented their planning beyond one year.

Nearly three-quarters said that the owner's personal needs were addressed in the planning process. It is essential for the success of the owner-managed business that the needs of the owners and the direction of the business are compatible, the survey noted.

**Readers' Survey. Business Planning** (16 pages, £5. From Steve Bundred, Touche Ross. Tel 071 936 3000).

of up to 15 members to share their experiences. The cost is £1,385 plus VAT.

Contact Philippa Harding, Grant Thornton, Grant Thornton House, Metton Street, Euston Square, London NW1. Tel 071 383 5621.

The Department of Industry will hold a roadshow in London on October 15 aimed at publicising the advantages of its Enterprise Initiative for travel agency businesses.

The initiative needs half the cost of management consultancy help to small firms. The roadshow will enable firms to have an initial discussion with DTI staff and representatives from two consultancies specialising in the travel business, about any problems they may have in the fields of marketing, business planning, financial and management information systems and quality.

The roadshow will be held at RSA, 8 John Adam Street (off the Strand) between 2pm and 5pm. No appointment is needed.

Business stationery is an expensive overhead, particularly if the company fails to provide its printer with all the information it is required by law to include on letters and invoices.

All business letters and order forms must include the precise company name, its registered number, the address of its registered office and the place of registration. Invoices must also include the VAT registration number, accountants Moores Rowland advise in their latest Newsletter.

## In brief...

Nearly one third of small firms in Britain are happy to stay at their present size; one fifth want to grow to a specific size; while a further fifth want to expand indefinitely. This was the finding of a National Westminster Bank survey of nearly 1,700 businesses, 85 per cent of which had sales of less than £750,000.

Almost 40 per cent of the smallest firms - those with fewer than four employees - want to remain at their present size while less than one in three have any expansion plans. Independence and self-expression were more common motivations for their owners than desire to make a profit.

More than half the firms with 15 or more employees were seeking to grow. Less than one in five of these firms wanted to stay the same size. Nearly 15 per cent of the business owners polled wanted to sell their business or merge with another enterprise, a trend which rises with size.

Small and medium-sized companies in the building and civil engineering sectors should be able to qualify for BS6750, a widely-adopted quality assurance standard, in a little over 12 months under a new training scheme launched by the Construction Industry Training Board (CITB).

The scheme comprises half and full-day introductory courses, costing from £50 plus VAT, on how to understand quality management systems through to a one-year series of practical workshops and advisory days. Participants will be required to join quality clubs

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For further information please contact the Joint Administrative Receivers, G.H. Hughes and A.R. Bloom, Ernst & Young, Bocket House, 1 Lambeth Palace Road, London SE1 7EU. Tel: 071-931 4330. Fax: 071-928 1345. Telex: 885234.

ERNST & YOUNG

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For further information please contact the Joint Administrative Receivers, A.R. Marler and G.H. Hughes, Ernst & Young, Bocket House, 6 East Parade, Leeds LS1 1HA. Telephone: 0532 437221. Fax: 0532 442241. Telex: 557635.

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For further information contact the Joint Administrative Receiver, John Wheatley, KPMG Peat Marwick, Peat House, 2 Cornwall Street, Birmingham, B3 2DL. Tel: 021 233 1666. Fax: 021 233 4390.

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### MANAGING FOR RECOVERY

The FT proposes to publish this survey on November 14th 1991

With signs that the UK recession is coming to an end and that economic recovery is on its way

The Financial Times will take an in-depth look at the problems that this will create and the areas which will require special attention to ensure a company's survival. If you want to reach the estimated 1 million readers in 160 countries worldwide who will read this survey, please contact Sara Mason on 071 873 3349 or Fax 071 873 3064

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Tuesday October 8 1991

## Competition stirs the EC

THE ROW over the European Commission's decision last week to block the proposed bid by Aérospatiale of France and Alenia of Italy for the Canadian aircraft manufacturer de Havilland is a pleasantly ironic case of role reversal within the Community.

On the one hand we have the spectacle of leading French politicians attacking the Commission for overweening arrogance in the exercise of its increasingly substantial powers. On the other, the Commission's president Sir Jacques Delors has been attacking his compatriots for their schizoid attitude to Community institutions. Not for the first time it is clear that British reservations about the institutional arrangements of the EC are not unique. But the political fallout from the decision threatens to take on a nasty complexion. Was this the right deal to choose for the first attempt to block a takeover under the EC's year-old merger regulations?

At first sight the EC competition commissioner Sir Leon Brittan appears to have a powerful case. If the proposed takeover of de Havilland had been consummated, the enlarged grouping would have had 67 per cent of the European market for 40-70-seat commuter aircraft and 50 per cent of the world market. The logic behind the deal was all to do with market share. And the development costs to date at this end of the market constitute a big deterrent to new entrants, as do the costs of establishing a marketing network.

### Monopolistic threat

The monopolistic threat thus seems clear enough. There is no longer any obvious rescuer in the wings for de Havilland and every likelihood that there will be further casualties in a market where no one is making money. Among those likely to come under pressure to throw in the towel would be British Aerospace and Fokker of Holland, for which the consequences would almost certainly be more serious than for Aérospatiale and Alenia. Delivering de Havilland into the hands of two large state-owned groups would have been hard for any competition watchdog to justify when private sector

competitors in Europe stood to improve their market position after the demise of the Canadian company. Or, indeed, when the small regional airlines are the most obvious victims of the stamp in an air travel.

Yet in practice market shares have proved a poor guide to establishing the real state of competition. And there is no reason to believe that this is not the case with commuter aircraft. The French and Italians argue that Sir Leon has defined the market too narrowly. Equally important, developing countries tend to regard regional commuter aircraft as the logical point of entry to acquire the know-how to attack the wider aerospace market. The potential competition is therefore greater than the bare figures indicate.

### Industrial policy

But that scarcely strengthens the case of the Italian and French governments. Their concern is less with potential weaknesses in Sir Leon Brittan's argument about competition than with industrial policy. They want a European champion at this end of the aircraft market. But for what?

**The talks in Bangkok on the Soviet Union will pull the IMF and World Bank further into the orbit of the G7 and their biggest member state, the US**

The problem is that the liberal and dirigiste tendencies within the Community are irreconcilably at odds here. And with slower growth in Europe the advocates of industrial policy are in the ascendant. Sir Leon scored a notable coup in persuading his fellow commissioners to back a bold judgement against the odds. But as long as competition policy remains wholly under the control of the Commission the battle is never won. It would help to devolve part of the Commission's monitoring role to an arms' length watchdog. But in the final analysis it is impossible to drain competition policy of its political dimension. Nor is the present French and Italian disengagement with Brussels likely to lead in that direction.

## Paying for the party

THE NEWS that the Conservative party is the latest victim of the UK recession is unlikely to elicit widespread sympathy among hard-pressed businesses or those sweating to repay hefty mortgages. Yet figures published yesterday by the Labour party suggest that donations to the Conservative from large companies have fallen in real terms as management seeks economies in a hostile climate. The Conservatives expect the cost of the coming election campaign to top the £100m spent in 1987, and will raise the collection tins around the boardrooms again this year.

Labour's finances are in no better state — and the postponement of the general election until next year will add further strain for several more months. However, the unions can be relied upon to empty their political funds into Labour's election coffers once battle is joined — they helped Labour find a war chest of £4.7m for the 1987 election.

This reliance on business and the unions to provide funds to underwrite the two main political parties has always been uncomfortable. It is easy to portray Labour as a pawn of its union paymasters, particularly because the unions get the preponderance of votes at the party conference in return for their money. The sight of Mr Ron Todd of the TGWU union holding up a block vote carrying twice the weight of all the votes of individual members puts together does nothing for Labour's democratic credentials.

The countercharge — that the unions are in the pockets of big business — lacks the proof of direct influence, since there are no block votes at the Tory conference. But Lord King's justification for withholding British Airways' normal donation this year "in view of a series of decisions by the government and their adverse effect on our business" suggests that at least one donor expected something in return.

### Political donations

The potential for abuse, however, is mitigated by the requirement that companies and unions disclose political donations. The same cannot be said for donations from indi-

viduals or partnerships. And the Conservatives have allegedly received donations from overseas, such as the £2m reportedly given by Greek shipping billionaire Mr John Latsis, or the sizeable gifts from two Hong Kong businessmen.

### Smallest gifts

These overseas donations would be illegal in the US, where Greek betting odds are as unacceptable as Moscow gold. The US also sets ceilings on donations to political campaigns and insists that all but the smallest gifts be declared. These measures have not been entirely successful because of the potential for evasion (what, for example, is a political donation?). However, the potential for abuse where political parties are funded by donations from individuals, companies and unions is clearly less when disclosure is the rule and it should be adopted in the UK.

The alternative approach to cut political parties free of vested interests is state funding. This is widely adopted in other European countries, and was recommended for the UK in 1976 by the Houghton Report. Indeed, it already operates in the UK to a limited extent, parties represented in the European Parliament receive financial support from the EC; the main opposition party in the UK parliament share the "short money" to cover administrative costs; and there is free broadcasting time, a free postal delivery to voters in general elections and some other benefits in kind.

While funding for parties can make them more independent of vested interests, it is also against the UK tradition that parties are voluntary bodies which should find their own funds. And the experience of countries which have introduced state funding is that it increases spending rather than replacing existing sources. Nor does there appear to be public support: a recent survey suggested that the majority would oppose such subsidies.

With the Conservatives against state funding of parties, there is unlikely to be the all-party support needed to introduce it in the near future. Disclosure for all donations over a suitable minimum is therefore pressing.

### Hazy

While the French government is trying to clear the air, the Paris Bourse would seem to be putting up a bit of a smokescreen — and in the pink pages at that. Its advertisement in the FT's international news section yesterday posed three

For the second time in three months the problems of the Soviet Union will dominate one of the great annual set piece meetings on the world economy.

Between July's Group of Seven summit in London and the annual meetings of the International Monetary Fund and World Bank, which get under way this week in Bangkok, the crisis enveloping the former communist superpower has intensified and threatens to run out of control.

When President Mikhail Gorbachev visited London and met the leaders of the US, Japan, Germany, France, Britain, Italy, Canada and the European Community, it was still possible to talk of a Soviet Union and to discuss, with some kind of plan in mind, the strategies for integrating this vast region into the world economy.

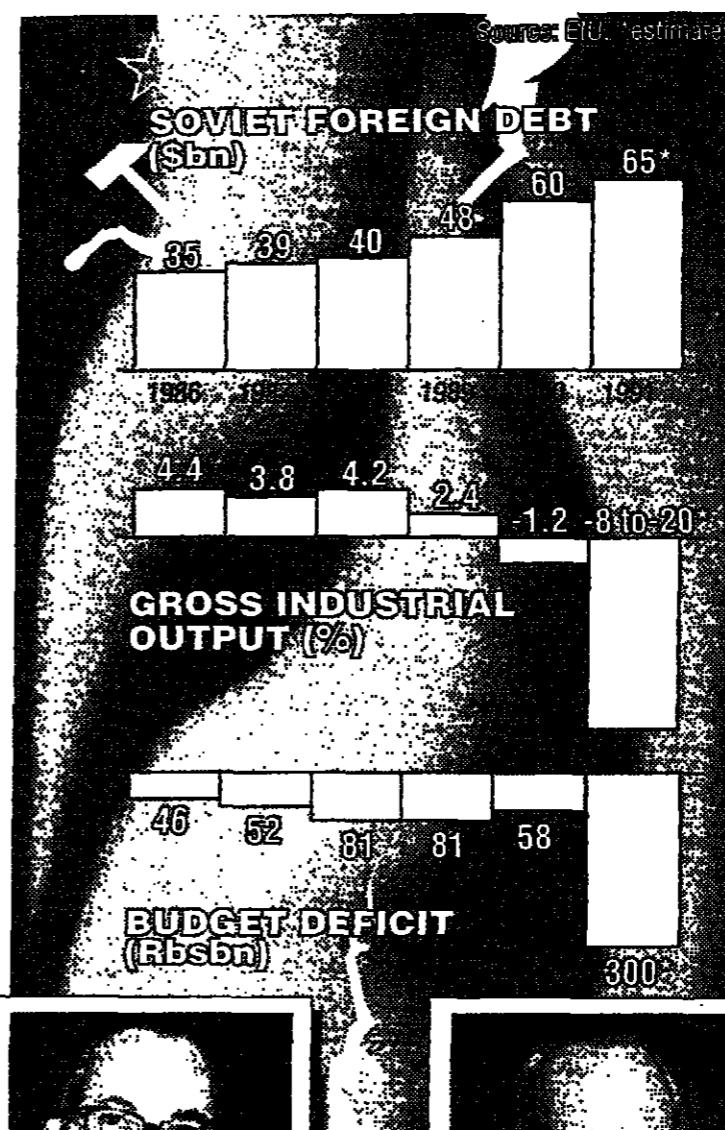
Since then, there has been August's failed coup. Although a victory for democracy, the economic consequences have been a sharp breakdown of economic relations between the union and the republics, a deepening paralysis among policy-makers at all levels, a growing threat of hyperinflation, official talk of a drastic fall in Soviet gold reserves and fears of a foreign debt crisis.

Last weekend's signing of a special association agreement between the Soviet Union and the IMF may conceivably be the start of the necessary reform process that will turn what is left of the union and the republics into market-oriented economies.

But the west — acting through the IMF and World Bank — is taking a huge gamble on the capacity of the Soviet Union to reform itself with western know-how under the umbrella of the association agreement. With many observers drawing parallels between conditions in the Soviet Union and the economic collapse of Germany's ill-fated Weimar Republic between the wars, only the brave expect that the international financial institutions or their western sponsors will emerge from the experience

The economic collapse of the Soviet Union is set to dominate the annual meeting of the IMF and World Bank. Peter Norman reports

## A poor guest at the party



Symptomatic of the disarray is the condoning uncertainty over who will represent the Soviet Union or the republics in talks with the G7 nations tentatively scheduled for Friday and in the IMF's policy-making Interim Committee on Saturday, where the Soviet delegation is expected to speak.

That Russian will be spoken in the Interim Committee meeting shows how much the Soviet Union and its republics now want to integrate into the world economy. But many delegates will be asking whether the Soviet Union's problems should preoccupy the annual meetings of two organisations which exist for the benefit of the entire world economy and which until recently were held in contempt by Moscow.

The Soviet people face great difficulties, such as food shortages, this winter. But they are unlikely to match the hardships that have been faced in much of Africa for many years. In purely economic terms, the Soviet crisis almost certainly poses less of a threat to the world economy than a possible reversal of the present hesitant US recovery.

The region's share of world trade is small, the more so since the political liberation of eastern Europe and the collapse of the Comecon trading block have drastically cut trade with Moscow's former satellite states. It is impossible to make an accurate estimate of the size of the Soviet economy in the absence of reliable statistics, but it could turn out to be about the same size as that of the UK.

Not according to Mr Horst Schulmann, managing director of the Washington-based Institute of International Finance (IIF), should the west lose much sleep over Soviet debt. His institute, which is owned by the world's big commercial banks, believes the Soviet Union has the "economic wherewithal" to service this year all debt contracted or guaranteed by Vneshekonombank, its foreign trade bank.

But whether or not the Soviet Union is economically capable of servicing its debt is of secondary importance. What mainly concerns the US and its G7 partners are the geo-political implications of the region's economic collapse.

It is potentially the most dangerous form of superpower: in decline, possibly disintegrating, with nuclear weapons capable of destroying the world, a string of environmentally suspect nuclear power plants and large numbers of people — variously estimated at between 10m and 25m — who are potential emigrants. August's failed coup highlighted the political instability of the region. The threat of social unrest, engendered by economic hardship, remains.

The London summit demonstrated that the Soviet economic crisis had become a top-level problem for western leaders and their foreign ministers as well as their treasuries. The subsequent coup attempt has added to the sense of urgency surrounding the discussions that will be held in Bangkok.

Mr James Baker, the US Secretary of State, and Mr Brent Scowcroft, the head of the National Security Council, will be keeping a watchful eye over Mr Brady and his colleagues. Just as Mr John Major, the UK prime minister and current chairman of the G7 leaders' group, will be kept closely informed of the discussions by Mr Lamont.

For the moment, the general consensus among G7 finance ministers is that the Soviet Union is in no condition to receive a massive injection of financial assistance.

There is a willingness to provide food aid, once Soviet requirements are known. More important is the longer-term objective of introducing the market economy, through technical assistance programmes under the auspices of the IMF. The US Treasury has also

said that the G7 would be prepared to discuss "in a constructive fashion" possible Soviet liquidity problems in connection with the servicing of its estimated \$60bn of foreign debt.

But Mr Mulford made clear last week that debt relief in the sense of reducing the Soviet Union's foreign debt is "not on anybody's agenda". For the Soviet Union to interrupt payments of its debt, declare a moratorium or request a rescheduling or restructuring would be very damaging, he insisted. Such action would destroy what remained of its credit standing with the international banking community and cut off official government credits.

These and other nations will be pressing for more financial support, as the big industrial countries puzzle their next move in the face of the Soviet Union's economic crisis.

But it seems all too likely that the talks in Bangkok on the Soviet Union will pull the IMF and World Bank further into the orbit of the G7 and their biggest member state, the US, raising fears, particularly among their Third World members, that the two institutions will end up little more than extended arms of US foreign policy.

### Defense de fumer

The rule that nobody is more anti-smoking than a newly recruited smoker applies to countries too. As witness France whose government is showing typical French rigour in its efforts to exorcise the country's old reputation as one of Europe's smokers.

It was only at the end of last year that parliament was persuaded to ban a ban on tobacco advertising from 1993. But already Health Minister Bruno Durieux is hatching a plan to ban smoking in cinemas, exhibitions, sports halls, food stores and universities, and to set strict curbs in restaurants, aircraft and long-distance trains.

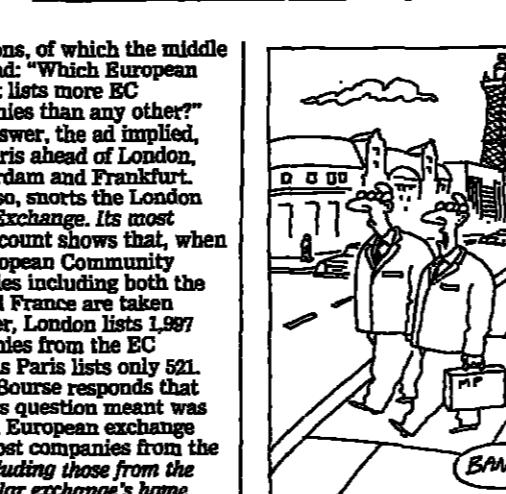
The job of deciding whether to implement the plan — whereby illegal smokers could be fined \$20-\$250 — belongs to Prime Minister Edith Cresson.

Tobacco companies are predictably fuming, and perhaps because the no-advertising law draw scarcely a wisp of protest from the public, are out to convince her that the ban will be politically unhealed. Philip Morris, for instance, has produced a survey suggesting that 77 per cent of French smokers think it unnecessary for the state to rule whether or not people can smoke in restaurants and such places.

A notable absentee from the company lobbying, however, is Seita which makes Gauloises and Gitane. The reason for its silence, of course, is that it is fully state-owned.

While the French government is trying to clear the air, the Paris Bourse would seem to be putting up a bit of a smokescreen — and in the pink pages at that. Its advertisement in the FT's international news section yesterday posed three

### OBSERVER



questions, of which the middle one read: "Which European market lists more EC companies than any other?" The answer, the ad implied, was Paris ahead of London, Amsterdam and Frankfurt.

Not so, snorts the London Stock Exchange. Its most recent count shows that, when all European Community countries including both the UK and France are taken together, London lists 1,997 whereas Paris lists only 521.

The Bourse responds that what its question meant was "which European exchange lists most companies from the EC excluding those from the home country?" On that basis, with French companies omitted, Paris lists 74; London, net of UK companies, lists 60.

Anyone knows the French for "Lies, damned lies and statistics"?

**Floor price**

■ Sign of the times: a "to let" board is going up outside a City of London office building offering space to let for the princely sum of \$1 a square foot a year. The estate agent, Conrad Rithat, describes it reluctantly as an unbeatable offer. "I am not looking for records. I am looking for a floor price." The agent groaned.

The building — 10 Bonhill Street, London EC2 — is hardly London's smartest address, although it is within a short walking distance of Liverpool Street. The 11,000 square feet of converted warehouse is being rented out for next to nothing in the hope that the occupier will cover rates and running costs for the next three years until the economic climate improves and it becomes profitable to rebuild.

Even this is not a record,

for the Canadian production of *Miss Saigon*. Mirvish will do anything for his art. To attract publicity for the Old Vic in the early 1980s he had himself photographed enjoying one of the other privileges of a Freeman — being hanged (in his case symbolically) by a silken cord rather than a rope.

**Fulsome**

■ One would have thought that Peter Walker, the retiring Tory MP for Worcester, was both rich and independent enough not to have grovelled before the party leadership. Here he is, however, giving his assessment of John Major on the eve of the Tory conference in Blackpool.

"I believe he possesses the thoughtfulness of Harold Macmillan with a similar desire to unite our country. He possesses the dignity and integrity of Alec Douglas-Home. He shares the visions of Ted Heath on Europe and his distaste of unemployment. I think that in a different way he will show the same enthusiasm and determination displayed by Margaret Thatcher. If we pitch the conference with such a prime minister, we will be blessed."

The words are from Walker's autobiography, *Staying Power*, published yesterday.

### Two nations

■ "Honest" Ed Mirvish, Toronto's greatest (only) showman, obviously has a sense of humour. The 77-year-old theatre owner and restaurateur cheerfully lost \$500,000 during the three years when Jonathan Miller ran the Old Vic, the London theatre that Mirvish bought in 1982.

Now he is putting on a little comedy drama of his own. On Sunday morning he will be shepherding a flock of sheep over London Bridge, one of the few privileges left to a Freeman of the City of London. Of course it is a stunt to draw attention to the new \$40m theatre that Mirvish is building in Toronto as a home

for incurable romantics, nothing can compare with a weekend at the legendary Claridge's, one of the world's most sumptuous hotels. With its superb cuisine, discreet but attentive service and atmosphere of graceful elegance, Claridge's provides the ultimate escape from the everyday world, for £275 for two per night, including dinner. The romantic world of Claridge's awaits you. For further information call 071-629 8860 or fax 071-499 2210 and let us help you plan your escape.

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Union in its economic crisis, in part because it fears that to do otherwise would endanger congressional support for a 50 per cent increase in IMF quotas that is due to be agreed by the end of this year. But there are doubts whether the State Department and the National Security Council can be expected always to follow suit.

Their priority is to prevent the total disintegration of the Soviet Union. Washington has come to believe that continuing links between the Russian Federation and the Ukraine are central to the maintenance of a single economic space and control over Soviet nuclear weapons. If this relationship were threatened, would Mr Baker or Mr Scowcroft favour a more activist policy involving greater financial support?

Last week, Mr Mulford said that creating "some sort of mechanism" to allow the various authorities in the former Soviet Union to maintain their economic links would be a focus of the discussions in Bangkok. Such talk has kept alive speculation of back-up facilities or bridging loans for the Soviet Union or moves to get its application for full membership of the IMF and World Bank onto a "fast track" for approval.

The special associate status agreed at the weekend does not allow the Soviet Union to draw funds from either of the two institutions. Yet both the IMF and World Bank have what the US currently lacks — financial resources to underpin the market-oriented economic aims of a new world order based on pluralism and democracy.

The IMF has again become a net provider of finance to countries with economic problems after years in which the total credit extended by the Fund had declined. If the current quota increase is ratified as planned, the IMF's capital resources will increase by 50 per cent to £35bn special drawing rights, or \$55bn. It has been estimated that between \$35bn and \$45bn of IMF resources could be used for loans to the Soviet Union.

The World Bank, following a recent capital increase, has at least \$35bn "headroom" that could be used for lending to the Soviet Union. There are suggestions in Washington that Mr Lewis Preston, the bank's new president, is prepared to pursue a more ambitious lending policy than previously.

At the weekend, Mr Michel Camdessus, the IMF managing director,

**M**r Richard Darman, the director of the US Office of Management and Budget, has finally waved the white flag.

In a weekend television interview he conceded what many other administration officials have been loath to admit: that the much-heralded five-year \$300bn budget deficit reduction agreement with Congress is unravelling at the point where it will have to be renegotiated before the presidential election in November 1992.

Mr Darman laid down conditions to his offer – notably that a new budget deal must promote economic growth and continue to reduce the federal deficit. But the twin forces undermining the pact – pressure to cut defence spending combined with calls to stimulate the flagging US economy through a mix of tax and spending proposals – appear to be irresistible.

By far the most important driving force is the clamour among both Republicans and Democrats to cut America's \$300bn military budget – a direct result of the August revolution in Moscow. The failure of the coup and the resulting political and economic chaos challenged many of the premises that sustained US attitudes towards the Soviet threat and America's necessary military response for most of the post-second world war era.

Suddenly, Democrats and Republicans have begun to scramble for the "peace dividend", the huge imagined savings from the defence budget which could be applied to America's pressing domestic needs in health, education and other social programmes. Ironically, Mr Bush may have contributed to these pressures.

The president's sweeping nuclear arms control proposals unveiled two weeks ago drew applause around the world; but from the point of view of his own Republican supporters on Capitol Hill, the timing could not have been worse. The offer came just as House and Senate negotiators were about to conclude their discussions on the fiscal 1992 defence budget.

Mr Bush's plans undercut conservatives who were holding the line to defend the president's favoured programmes: the MX multi-warhead missile, the B-2 Stealth bomber, and the "Star Wars" anti-missile defence system. Though confined to nuclear weapons, they cast fresh doubt on the Pentagon's five-year plan to reduce military spending in real terms by 3 per cent a year, and to cut the US armed forces by 25 per cent. Worse, President Bush said the cuts would not result in immediate savings.

# US budget goes back on the block

Pressure to cut defence spending and stimulate growth appears irresistible, writes Lionel Barber

The sweeping, unilateral nature of Mr Bush's offer to Moscow seemed to confirm what many liberal Democrats had been arguing all summer: since war with the Soviet Union was no longer a "realistic threat", it was safe to cut the defence budget even deeper.

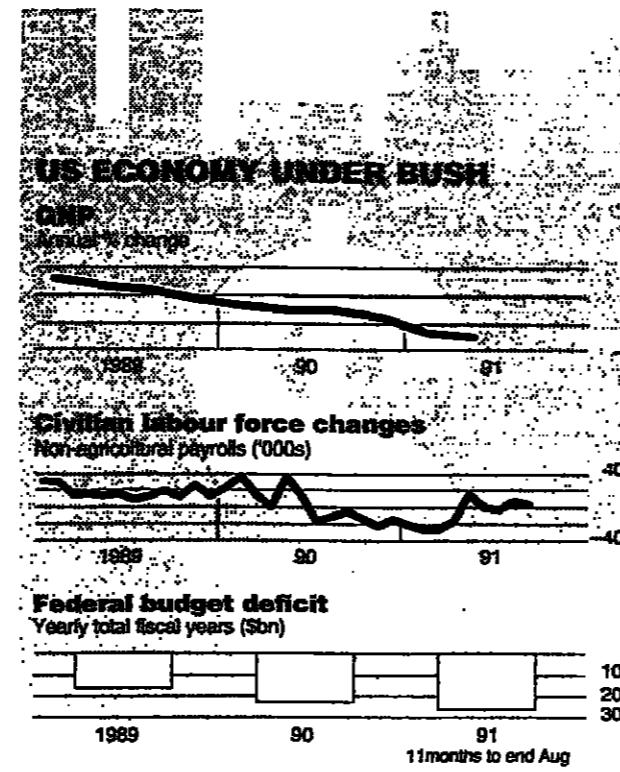
Mr Darman himself alluded to the pressure for further defence cuts during his TV interview on Sunday. "You can't have the radical changes we've seen in the Soviet Union and not expect there's going to be some adjustment in the defence budget. The president has already made a major move, and it will have some savings. With further adjustments, there may be more savings."

Yet these words, echoed throughout the administration and on Capitol Hill, conceal an even larger truth: the five-year budget agreement has proved too inflexible to deal with changed circumstances, especially when confronted with a government divided between a Democratic Congress and a Republican administration, heading into an election year.

This is painful for Mr Darman, the chief architect of the budget pact; it is even more painful for Mr Bush, who once complained that he had sweated pints of blood in October 1980 by agreeing to raise taxes in exchange for the Democrats agreeing to strict spending curbs, all the time hoping the runaway federal deficit might finally be curbed.

The budget pact sets dollar ceilings for three broad categories of spending: defence, international (mostly foreign aid) and domestic. Mandatory spending, such as social security benefits, federal employees' pensions, and Medicare health benefits for poor people are exempt. At the same time, the agreement stipulates that any tax cuts require corresponding spending cuts; also, that funds cannot be shifted between the defence budget and the domestic budget.

From the Republican point of view, the budget agreement was unpalatable since it deprived the party of its "no



new taxes" pledge which helped it to win two presidential elections. But its chief merit was that it put the Democrats and their spending proposals into a straitjacket; if the Democrats wanted to increase spending, then compensatory cuts were required elsewhere.

The problem is that the budget pact has failed miserably to control the federal deficit which, by the administration's own admission, is expected to rise to more than \$345bn next fiscal year, starting this month. Just 20 months ago, Mr Darman predicted that the deficit in fiscal 1992 would be \$25.1bn.

Mr Darman's response is that the economic growth upon which he based his predictions has been wiped out, the victim of the crisis in the savings and loan industry and the unforeseen economic downturn caused by the Gulf war – or "Saddam's recession", as it is known in Washington.

But in a widely circulated review of Mr Darman's perfor-

mance in last week's National Review magazine, Mr Warren Brookes, a columnist, accuses the budget director of ignoring "three fundamental lessons in Washington's fiscal history: first, that every tax increase will slow down the economy and revenue growth, making the deficit worse; second, that historically, every dollar of higher federal taxes has been accompanied by \$1.22 in higher spending; and third, that every budget summit, without exception, has produced 'higher' deficits, not lower ones".

Even allowing for a little hyperbole, it seems safe to assert that some of Mr Brookes' sentiments are shared by the administration, particularly those staffers charged with planning for President Bush's re-election next year.

Increasingly, pressure is building up for a new "economic growth" package which would kick-start the economy and boost consumer confidence, and break the cycle of slow growth which has given

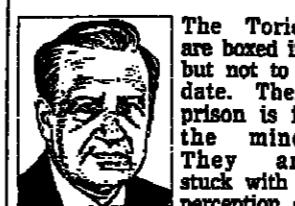
Mr Bush the worst economic record of any president since the second world war.

The difficulty is that any new package must be squared either by a change in the law approved both by the president and Congress, or with the enforcement provisions of the budget agreement. Here, the most obvious loophole is the clause which provides for the five-year agreement to be breached for emergencies.

Republicans in Congress already have their answer. Senator Phil Gramm, the conservative Texan who is likely to run for president in 1996, has put forward an Emergency Economic Growth Act which would include a cut in the top rate of capital gains tax to 19.6 per cent. It also includes provisions to transfer some of the defence savings into deficit reduction. Indeed, the administration view is that if the principle of "pay as you go", the cornerstone of the 1980 agreement, is upheld, then financial markets should be reassured about US discipline.

Although Mr Bush has spoken up for the Gramm bill, some of his advisers remain uncertain. Mr Nicholas Brady, US Treasury Secretary, frets about a fight over capital gains unravelling the tax code. Mr Darman is reportedly worried about the Democrats reviving last year's demand for a trade-off of higher individual income tax rates. Meanwhile, there are reports of shouting matches at a recent Cabinet-level meeting at which Mr Jack Kemp, Housing Secretary, pressed hard for a "growth

package". Sensing these divisions and the American public's desire for a debate on domestic issues, the Democrats have come out of their shell. For the first time in years, the party has been able to talk about cuts in defence spending without being cast as soft on communism. Equally, voters appear to be responding to the kind of message which Senator George Mitchell, Senate majority leader, pumps out daily: President Bush can find money from the budget to deal with emergencies overseas but he remains unwilling to use it at home to help ordinary middle-class Americans. None of this should suggest that Mr Bush has lost his current status as favourite in next year's election; he still towers over the declared Democratic candidates. Yet the debate next year will at least be conducted on a more level playing field. Instead of relying on Gulf war parades, Mr Bush will have to talk about basic budget issues such as social programmes, middle-class tax relief and cuts in the deficit.



**Joe Rogaly**

## Tories consumed

The Tories are boxed in, but not to a date. Their prison is in the mind. They are stuck with a perception of the individual as a consumer. This limiting notion colours all else. It draws a close boundary around the horizons of the Conservative intellect, and sets Mr John Major on a course from which he can hardly deviate between now and the election.

Compared with such a handicap the question of whether the contest is to be held in March, April, May, June or July of next year is secondary. The prime minister was reported in The Mail on Sunday to have remarked that the last possible date for an election was July 9, adding "If I think it is appropriate to go to July 9, I will". Fine, but he is travelling towards the "appropriate" date encased in a safe boxer running on ice wheels, with nobody around to change the signals.

This is not to say that socialism, a more ancient form of mental confinement, has some life left in it after all. Forget about socialism. It may come up in the children's history homework but you can look it up in the encyclopaedia when it does. What contemporary politicians need to do is think through the implications of living in a post-socialist society. Last week in Brighton we saw the Labour party fumbling towards some attempt at an answer. It may not have known precisely what it was up to, but it struck a chord. This morning the Tory conference opened in Blackpool with not a hint of any recognition of the question.

Let me spell it out. We are all consumers – but we are also all citizens. Most of us are producers. For a variety of reasons, some genuine, some specious, some downright dishonest, Labour has managed to produce an election platform that touches all three elements in the individual psyche. The old producers' party remains beholden to the trade unions, which would certainly be rendering their invoices after a Labour victory, but that prospect has

been successfully, if no doubt temporarily, camouflaged. It is as producers that we are offered Labour's education and training slogan. A market stall full of charters has been set up to proffer consumers' rights. Constitutional reform has been dangled before the citizen in us; at its heart lies a tease on proportional representation for the House of Commons whose promise would be consumed only if Labour had no other option.

I could find you a flaw in every one of these proposals. We all know that on close examination a number of them do not stand up at all. For election purposes, however, it is the overall impression that counts. As the weekend polls indicate, that impression is positive for the Conservatives. Therefore there is no problem. They seem incapable of a flexible response. They are fundamentally suspicious of producers and unable to grasp the concept of citizenship. This can be explained. Tories look to the disciplines.

## As to citizens, the Conservatives are not so much baffled as brain dead

and opportunities of the market, expressed through consumers' purchases, to provide a climate in which producers can operate. That apart, Marxism was a producers' ideology, so Conservatives resist constructive debates about trade unions. The unions behaved like mindless thugs in the late 1970s. They were smashed during the 1980s. A little more smashing is required. End of thinking on that one. Again, Thatcherites have accepted rising unemployment with more equanimity than did their one-nation predecessors. It is an unavoidable concomitant of reducing inflation. Mr Major is good at expressing sympathy for the jobless, and I am sure he does so from a genuine sense of concern. That's it.

As to citizens, the Conservatives are not so much baffled as brain dead. Mr Major's Citizen's Charter may prove to be an excellent mechanism for the destruction of local government, the refusal to recognise Scottish aspirations for home rule, the persistent reiteration that central government knows best and produces the same mental process. The elected dictatorship decides, consumers elect it, and reign supreme. It is this cast of mind that has led to the impasse on an otherwise broadly sensible set of NHS reforms, and given Labour the edge on education. If it is this failure of the imagination that has led the Tories into their condition of nervous near-exhaustion in Blackpool this week. If you love them, go out and spend money, for a concerted rush to the shops, preferably before Christmas, is what they need to ensure that they triumph for a fourth time. Now is the time for all good consumers to come to the aid of the party.

## LETTERS

**Manufacturing horizons must be long-term**

From Mr P K V Shah.

Sir, I find it strange that Britain's lack of commitment to manufacturing is so prevalent within both the City and government. The latest rumours surrounding the break-up of British Aerospace give me great concern in that the City is only interested in generating fees for the merchant bankers, lawyers, accountants, consultants and analysts.

There is no real permanent wealth creation in acquisitions and mergers of these dimensions. Manufacturing is wealth creation in a long-term horizon. The fact that BAE performed badly in one year does not by itself mean anything. Manufacturers have to be given a long-term horizon and this BAE episode is just another example of the City's attachment to short-termism.

No wonder British manufacturing is in such a sorry state. With friends like the government and the City, who needs enemies?

P K V Shah,  
Blowspeed Industrial Mouldings,  
Sandwich Industrial Estate,  
Ramsgate Road,  
Sandwich, Kent.

**Notification**

From Mr D R Mackness.  
Sir, Mr Neil Ostrom's desire (Letters, September 28) for timely, accurate and freely available shareholder information is wholly supported and subscribed by MTM.

We were surprised, therefore, to read of his contention that an MTM director's share dealing was noted in the Weekend FT on September 13 "but not made public". In fact, in line with required practice, the transaction was announced to the Stock Exchange immediately on its completion – on Friday, September 17 – and communicated to the press.

D R Mackness,  
administration director,  
MTM,  
Rudby Hall,  
Hutton Rudby,  
Yarm, Cleveland.

**Free market ethos could be disastrous for NHS**

From Mr Bryn Glover.

Sir, Your editorial "Reforming the NHS" (October 4), was the triumph of ivory-towered idealism over practical reality. The greatest error being made is to expect the same forces that impose market discipline in markets that are nationally free to operate equally on a so-called internal market which is principally governed by centrally imposed cash limits – especially when the real, inflation-corrected and demographically corrected value of those cash limits has diminished year by year.

Whether competition in an open market produces efficiency is not at issue here; but to operate competitively within national and regional rigid limits produces quite different consequences. Many products of the market ethos have emerged over the years – efficiency, built-in obsolescence, ability to declare bankruptcy, rationalisation – and may be acceptable in the world of consumer goods. But in health care, they would be disastrous, even individually fatal.

You accuse the Labour party of dishonesty and irresponsibility. Those are words that spring to mind as you dismiss – and underestimate – the adverse effects of trusts as "teething problems" and glibly offer the toothless Citizen's Charter as a cure. These problems are not "teething"; they are inherent; you should pay more heed to the views of all those intimately involved in the NHS, and be less ready to dismiss their concerns as self-interest. People who

**The transition to 'business' in the Asian community**

From Mr Rohit Barot.

Sir, With reference to Khozum Merchant's profile (Management, September 24) of Asian businesses and their phenomenal spread in the M25 orbit in the fast-moving consumer goods sector, I have been struck during my fieldwork among Indians in the early 1970s and mid-1980s by the rise of "business" as both an economic as well as a social and cultural category.

Among the Hindus of the Swaminarayan movement, I have come across a number of instances of rags to riches. The rise of businesses is well reflected in Indian social gatherings. In the 1960s and 1970s, when you were introduced to other Indians, you asked them what work did they do. In the 1980s the question has been, "What business do you do?" There is no doubt that transition from wage labour and paid employment to self-employment has been a distinctive feature of Indian settlement in Britain in the last 30 years.

Although such a profile may appear rosy, it is not without a few thorns. The experience of prejudice and discrimination has played a small part in stimulating interest in self-employment. Nor has self-employment proved to be a salvation for everybody and may have ruined family life for those who do not have access to family labour power.

Although the Gujarati Indians have transformed the economy of places such as the inner city in Leicester, the cost of failure and return to factory work has not been uncommon for some. In situations where the volume of business is relatively static, the businesses can barely operate beyond subsistence and the actual gain for members of a family involved in such an enterprise may be meagre, if not within the M25 ring surely outside it. Further, the current recession is bound to have affected Indian businesses no less than businesses in general.

Rohit Barot,  
Centre for the Study  
of Minorities and Social  
Change,  
Department of Sociology,  
Cranfield, Bedford

**Fiscal drag and inheritance tax**

From Prof D R Myddelton.

Sir, If politicians want to win some votes by promising to abolish inheritance tax for goodness sake let them do it. The yield is only about 2 per cent of total taxes.

At least your leader ("Death and the taxman", October 3) suggests that the threshold above which the 40 per cent tax is charged – currently £140,000 – should be kept under review. "Otherwise", you say, "fiscal drag can extend its reach further down the wealth scale than is wise." I wonder if that may already

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US and Canadian companies make spectacular progress in capping blazing oil wells  
**UK teams beaten to Kuwaiti contracts**

By Mark Nicholson

A BRITISH effort to douse Kuwaiti oil well fires may lose to US and Canadian teams which have already made spectacular progress in capping hundreds of blazing wells.

The Kuwait British Group (KBG) – a consortium of Wimpey, Taylor Woodrow and Amec formed specifically to tackle Kuwait's oil fires – has not yet started work on 80 wells due to begin this month.

The consortium was contracted to tackle fires in the northern Sabriya oilfield under a \$60m (£104m) contract signed with Kuwait last month.

Contrasting, some 570 of the 730 wells detonated by the Iraqis have been capped by more than 30 firefighting teams from other countries. The Kuwaiti government expects all fires to be out by mid-November – far sooner than its initial estimate of next March.

KBG subcontracted Neil

Adams, a Houston-based "blowout" team, to carry out the specialist task of fighting fires at the wellhead, but work will not start until Saturday. The consortium says capping will take until January.

Kuwait, however, wants capping completed earlier and appears set to allow US and Canadian teams to begin work in Sabriya. Safety Boss, a Calgary-based team that has doused almost 200 fires alone, has already extinguished a few wells in Sabriya. A spokesman for the company said Kuwait had asked it to stand by for more work.

The fact that KBG has not yet started – and that the actual wellhead firefighting will be conducted by US rather than British workers – has infuriated many UK oil companies.

"The British oil industry will be a laughing stock if we don't put out any wells," said Mr

Brian Simpson, managing director of Alber Oil Services, an Isle of Man company specialising in supplying oil personnel.

Mr Simpson, who has been in Kuwait for six months seeking oil fire-fighting work for his company, accuses KBG of unnecessary delays in starting work.

He believes the job should have gone to oil companies rather than the consortium trio, which are better known for construction and civil engineering.

Wimpey, Amec and Taylor Woodrow maintain that extinguishing oil fires is a straightforward engineering task that does not require oil industry knowhow.

The opposition UK Labour party intends to raise the issue next week in the House of Commons, when it will question the role of the Department of Trade and Industry in back-

ing the British bid to tackle Kuwait's oil fires. "These are important issues of DITI competence that the government must answer," said Ms Marjorie Mowlem, Labour spokeswoman on trade affairs.

KBG conceded that other teams will be directed to work in Sabriya. "Neil Adams is saying they'll be finished by the end of January and the Kuwaitis are saying November – the two aren't compatible," a spokesman said.

However, the group said it is not worried about losing out on the firefighting element, claiming that this accounts for only 25 per cent of the contract value – the rest covers the restoration of oil pipelines and gathering centres, and the preparation of the oilfield to resume production. "We're not losing out in terms of our bottom line," said a KBG spokesman.

Most of the wells have been controlled by the first blowout companies into Kuwait, which began work in March: US groups Red Adair, Boots & Coots and Wild Well Control, and Canada's Safety Boss.

The 33 firefighting units already in place include teams from Romania, China, Hungary, Iran and Kuwait itself.

KBG was among the last to finalise a firefighting contract, signing only on September 4. This was in spite of the fact that talks began in April after a flag-flying visit to Kuwait by British executives led by Mr Wakeham, the UK energy minister.

The consortium will not comment on why the contract took several months to conclude. The deal was signed only after the consortium spent six weeks surveying well damage and estimating the costs of repair – the only fire-fighters to undertake such a lengthy study.

 Cavaco Silva promises continued growth following election victory  
**'No austerity' pledge for Portugal**

By Patrick Blum in Lisbon

PORUGUESE were assured yesterday by their prime minister, Mr Aníbal Cavaco Silva, that they would continue to enjoy one of Europe's highest economic growth rates. There would be no austerity, he said, in a speech celebrating the resounding victory in Sunday's general election of his Social Democratic party (PSD).

The country had voted for stability, progress and development, he said. However, he warned of "great challenges" caused by international uncertainties and developments in Europe. "We are aware of the difficulties and are confident of overcoming them."

Mr Cavaco Silva, often accused of arrogance by his opponents, extended an olive branch to the opposition, saying he was open to a "constructive dialogue". Such co-operation has not been easy in the past and the opposition fears the PSD's historic second consecutive absolute majority will make its role more difficult.

The prime minister, for his part, has been given a free hand to continue with his liberal market policies for the next four years. With most results in, apart from eight seats including four reserved for emigrant voters, the PSD has won 50.4 per cent of the vote (compared with 50.2 per cent in 1987) and is assured of at least 130 of the 230 seats in a national assembly recently reduced from 250 seats.

The Socialist party led by Mr Jorge Sampaio trailed with only 29.2 per cent of the vote and 65 seats, although its share of the vote was up 7 points on its showing in the 1987 election. The Socialists had campaigned on growing social inequalities and what they saw as a danger to democracy.

Mr Cavaco Silva's team should the PSD win another majority. Mr Cavaco Silva's upbeat message, emphasising success and stability, clearly proved more convincing.

The smaller parties also fared badly. On the left, the hardline Communists saw their vote fall from 12.4 per cent in 1987 to 8.5 per cent and their parliamentary representation cut from 31 seats to 17. Mr Álvaro Cunhal, the veteran party leader, swore they would five to fight another day, but Mr Carlos Carvalhas, his deputy, admitted their vote had been affected by developments in eastern Europe and the Soviet Union.

The centrist Democratic Renewal party faces extinction, and on the right, the conservative Christian Democratic CDS barely maintained its 4.4 per cent score in 1987, although it gained five assembly seats, one more than last time. Mr Diogo Freitas do Amaral, a former deputy prime minister and a popular politician, has resigned as CDS leader in view of the party's failure to win back voters lost in 1987 to the PSD. The party may now face internal strife over the succession.

The only surprise was the single seat won by the National Solidarity party.

which was created earlier this year and represents mainly pensioners. More worrying is the high number of abstentions at 32 per cent – the highest level since the 1974 revolution – suggesting a large pool of disengaged voters.

Mr Cavaco Silva will remain as head of a caretaker government until he is formally appointed prime minister later this month. Few changes are expected in the cabinet which has been actively preparing for Portugal's presidency of the European Community starting on January 1. Continuity will be the hallmark of the new government.

**Croatia to seek EC recognition today**

By David Gardner in Brussels and Our Foreign Staff

CROATIA will ask the European Community to recognise it as an independent country today, Mr Zvonimir Šepařić, its foreign minister, said yesterday.

After meeting Chancellor Helmut Kohl and Mr Hans-Dietrich Genscher, the German foreign minister, in Bonn, Mr Šepařić said the appeal for recognition would come from the Croatian parliament.

His announcement came on the eve of the resumption of EC-sponsored peace talks in The Hague, as internal protests mounted over the Serb-dominated federal army's onslaught on Croatia.

Soviet president Mikhail Gorbachev sent a strongly worded message to Yugoslav political and military leaders warning the army not to attack Croatian cities.

The Croatian foreign minister said he had won the support of Mr Kohl and Mr Genscher for EC recognition of both Croatia and neighbouring Slovenia, which were due to press ahead with their moves towards independence after an EC-brokered three-month moratorium expired at midnight last night.

Mr Genscher said he told Mr Šepařić that Germany would propose tougher guidelines on a trade boycott to be imposed if

the Yugoslav army did not stop attacking Croatia by the EC's deadline of midnight on Monday. Although Germany has advocated recognition since August, the consensus within the EC has been that this would aggravate a worsening problem, in which Serbia and the Serbian minority within Croatia have to be part of the solution.

At last Friday's meeting of the peace conference in The Hague, the EC and Yugoslav parties said explicitly for the first time that negotiations were now "within the perspective of recognition of the independence of those republics wishing it, at the end of a negotiated process conducted in good faith".

But they agreed that this formula, amounting to conditional recognition, should lead

to a "loose association or alliance of sovereign or independent republics", and the EC signalled that it could only contribute to Yugoslavia's economic reconstruction on that basis. The two other principles for a general settlement of the Yugoslav conflict were that there be no unilateral changes of borders, and that minority rights be fully guaranteed.

EC officials said last night that their mediation efforts would go ahead despite the upsurge in fighting, and even if the Community decides today to carry out its threat to cut off Yugoslavia from aid, and, through the UN, trade. Mr Franjo Tuđman, the Croatian president, confirmed last Friday that Croatia will be instituting its own currency and customs regime from today.

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The conference delegates, long Mrs Thatcher's staunchest supporters within the party, are bound to give her an enthusiastic reception. Many resent the manner in

which she was forced by Conservative MPs to stand down. Her entrance to Blackpool's Winter Gardens, alongside the prime minister, will be carefully stage-managed to reinforce an impression of continuity between the two leaders and to ensure that Mr Major is not upstaged.

Mrs Thatcher has not sched-

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The former leader has said that the government should not agree irreversible constitutional changes without spelling them out to the electorate in a national referendum.

Thatcher may disown Major deal on single currency

Some of her supporters believe that a revolt led by Mrs Thatcher could force Mr Major to accept her proposal for such a referendum.

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## INTERNATIONAL COMPANIES AND FINANCE

## Penser defeated in Nobel battle

By John Burton in Stockholm

MR Erik Penser, the Swedish financier, appeared yesterday to have lost his fight to regain ownership of Nobel Industries, the chemical and defence group.

His defeat came as the Nobel board agreed to demands from Nordbanken, which controls the company, and other Swedish banks.

Later on Sunday night the board agreed to dismiss a team of international advisers examining strategies that would help Mr Penser, who is still the board chairman, to regain control of Nobel, which he lost in

August after his creditor banks said he was unable to fulfil loan agreements.

The board also reaffirmed its approval of a financial package arranged by the banks to recapitalise the company. The banks had said Mr Penser's recent attempts to recover ownership of Nobel would jeopardise the financial plan to rescue the concern from the threat of bankruptcy.

"The ownership of Nobel Industries cannot be separated from the extensive series of agreements" reached among the banks to provide funding

to Nobel, said Mr Bjorn Wahlgren, the Nordbanken chairman, last week.

Mr Penser transferred his 70 per cent shareholding in Nobel to Nordbanken as part of the financial rescue package. The Nobel board cited "a possible liquidity crisis for the company" among other reasons for its decision to accept the banks' demand, made last week, that the consultants advising Mr Penser and the board be dismissed.

The trade union representatives on the Nobel board, the only members who supported

Mr Penser on Sunday in resisting the banks' demands, alleged the banks would cut off financing to Nobel unless their demands were accepted. But there was also concern that foreign banks might stop lending to Nobel if the financial rescue package appeared to be threatened by a fight over the company's ownership.

Nobel will hold an extraordinary shareholder's meeting on October 25, during which it is expected a new board, nominated by Nordbanken, will assume leadership of the company.

## Finnish bank watchdog claims KOP too optimistic in share deal

By Enrique Tessier in Helsinki

KANSALLIS-Osake-Pankki, Finland's largest bank, was criticised strongly by the country's independent bank supervision board yesterday for presenting what it claimed to be over-optimistic and misleading figures over a series of complex share dealings.

The deals were carried out by Mr Pentti Kouri, the New York-based Finnish financier with authorisation from the bank.

Details of the secret transactions remain vague.

However, they involve the acquisition of shares in several Finnish companies in which the bank already held stakes.

The supervision board claimed yesterday that the bank had incurred a loss of at least FM270m (\$65m) as a result of Mr Kouri's activities and not the FM117m profit it claimed two and a half months ago.

Trading in the bank's shares was suspended briefly yesterday afternoon.

Mr Jorma Aramaki, the head of the bank supervision board said that the bank's claim that it had made a FM117m profit in the half-year from February to July, compared with FM1.4bn in the first half of 1990-91.

However, GIB pointed out its figures had been boosted by a tax refund of FM237m relating to the group's 25 per cent share in the Homebase do-it-yourself stores from Ankara.

Mr Kevin Maxwell, MCC chief executive, said last night that the statement had been checked by stockbrokers and was not misleading.

The difference in the two figures was because of "provisions".

Reed intends to put the directory divisions in one company under its main US vehicle, Cahners Publishing. The directories and reference books will be transferred to electronic data bases and CD-Roms.

Mr Maxwell, chairman and chief executive of Maxwell Macmillan, expressed satisfaction with the price. He said this "confirms the board's policy of not selling any MCC assets other than for good value".

In the past three weeks MCC has announced the sale of Prentice Hall, a professional reference book company, to Thomson for \$56.5m, and Pergamon Professional Books to McGraw-Hill for \$12m.

MCC is selling assets to reduce the \$3bn debt taken on

to buy Macmillan and Official Airline Guides. More than \$1bn has been repaid.

Reed was last night investigating apparent discrepancies in the book value of the business bought from Maxwell Communication Corporation for \$145m (\$23.5m) cash.

MCC said yesterday that the business had a book value of about \$130m, giving MCC a trading profit of around \$16m.

However, Reed was surprised to see the Maxwell statement because it had received warranties that the book value of the businesses was \$158m.

Mr Kevin Maxwell, MCC chief executive, said last night that the statement had been checked by stockbrokers and was not misleading.

The difference in the two figures was because of "provisions".

Robert Maxwell: keen to sell for good value

which has been subject to extensive due diligence, is expected to be accretive to earnings both in this financial

## INTERNATIONAL COMPANY NEWS IN BRIEF

## STET units take stakes in Brazil telecoms

SOCIETA Finanziaria Telefonica Italian, the state-controlled telecommunications holding company, said yesterday that two of its subsidiaries have each acquired a 25 per cent stake in Victorio Comunicaciones, the Brazilian telecommunications group, AP-DJ reports from Milan.

Financial terms not released.

STET said that its subsid-

aries Italcalce and Telespacio each acquired 25 per cent of the Brazilian group, which acts as a consultant and services manager in the telecommunications sector in Latin America.

As reported, last week STET announced it had won a \$50m contract from Spanish telecommunications group Telebras to build a satellite telephone network in Brazil.

Benetton sets up Turkish venture

BENETTON, the Italian fash-

ion-wear maker, has set up a joint venture with Turkey's cloth and fabrics producer Altinaydin Holding to manufacture Benetton products, Reuter reports from Ankara.

Benetton, a subsidiary of Altinaydin Group, has previously produced Benetton-licensed products, but the new venture will boost quality and expand the production variety, the firm said.

This will be the third meet-

Benz and Mitsubishi Group will meet today and tomorrow near Stuttgart, southern Germany, to discuss possible joint ventures from the Japanese trading group said, Reuters reports from Tokyo.

"The meeting is aimed at seeking the possibility of joint projects rather than talking about specific projects," he said.

This will be the third meet-

ing between the companies and follows talks in Singapore and Tokyo last year.

A meeting was scheduled for April this year, but postponed to this month.

Daimler-Benz in Mitsubishi talks

SENIOR executives of Daimler-

## CREDIT LYONNAIS GROUP

## 1st HALF 1991 RESULTS

## Steady growth of Group activities

As of June 30, 1991, total assets surged again to FRF 1,591 billion, 19% over their June 30, 1990 level. External growth accounted for 3% of the increase, while the remainder (16%) was due to strong internal growth as well as to the rise in the dollar exchange rate.

The intermediation activity pursued its upward trend: customer loan outstandings increased to FRF 764 billion (+24%). Loans granted by European entities of the Crédit Lyonnais Group amounted to 23% of outstandings. Corporate loans are up 28% while the growth in loans to individuals was less buoyant (+13%).

Customer deposits, including certificates of deposit, amounted to FRF 647 billion (up 29%). Sight deposits increased by 6%, savings account balances by 14%, while time deposits witnessed strong growth (+53%).

The Group maintained its very active presence on the capital markets: on the French equity market, Crédit Lyonnais holds the first place for capital increases, for public tenders as well as for new listings. On the bond market, Crédit Lyonnais remains the leader in FRF-denominated issues (domestic and Euro) while maintaining its position in the management of Eurobonds.

Third party assets under management and advisory by the Group amounted to FRF 345 billion.

In keeping with its industrial partnership strategy, Crédit Lyonnais continued to strengthen its ties with companies: as of June 30, 1991, industrial and commercial shareholdings of the Group were recorded at FRF 28.1 billion in the Group's accounts for a FRF 31.4 billion estimated value.

Good results on the intermediation front

Global net banking income for the first-half year 1991 rose to FRF 21,044 million, marking a 6% progression.

This increase illustrates the good performance of the French commercial banking sector, in which new loans were booked with improved margins, as well as that of the foreign commercial banking activity. On the other hand, the results from market operations were mixed: while improving in France and the U.K., they were greatly affected at Altus Finance by the consequences of the Gulf War and its impact on the foreign exchange markets.

After deduction of general expenses, which are up 14% (9% on a consistent basis of scope of consolidation), and of depreciation, gross operating income amounted to FRF 5,088 million against FRF 5,982 million in the first half year 1990 (-15%), due to the negative contribution from Altus Finance which was not offset by the increased contribution of the rest of the Group (+13%).

## Higher provisions for loan losses

A net charge for operating provisions was recorded at FRF 3,369 million, up 21% when compared to the first six months of 1990. The net charge for provisions for

individual risks amounted to FRF 3,883 million, versus FRF 1,210 million for the same period last year, close to the total charge for the whole fiscal year 1990. This charge takes into account the situation of a few sizeable exposures, as well as the increasing default rate of small and medium-sized companies. While the average country risk coverage was maintained at 60%, a FRF 359 million recovery on sovereign debt provisions was made possible thanks to asset sales carried out at favorable conditions. Country risks, net of related provisions, represented a mere 16% of net assets as of June 30, 1991 versus 83% on December 31, 1988, 31% of June 30, 1990 and 20% on December 31, 1990.

## Slightly lower earnings

Non-operating and non-recurring items stood at FRF 386 million, of which FRF 280 million represented various capital gains realized on the disposal of equity investments.

The Group's share in net income amounted to FRF 1,610 million for the first six months of 1991 against FRF 1,818 million a year before, representing an 11% decline. On a per share basis, the Group's earnings came to FRF 45.90, while this represents an 18% decrease, it should be noted that the average number of shares outstanding increased by 8% over the related period.

Global net income totalled FRF 1,809 million as of June 30, 1991 versus FRF 2,417 million on June 30, 1990. This decline was due to the losses recorded by Altus Finance.

## Equity being newly strengthened

In view of the capital increases that took place during the second half of 1990, consolidated equity capital progressed to FRF 48,500 million after addition of this half year's earnings, up 22%. Equity and near-equity increased to FRF 65,596 million (+12.5%).

The Group's net assets were estimated at FRF 61 billion after taxes on potential capital gains and without placing any value on the businesses built up by the Group. After deduction of minority interest, in subsidiaries, this amount stood at FRF 49.7 billion, representing FRF 1,416 per share outstanding as of June 30, 1991 against FRF 1,367 per share one year earlier.

## Outlook for 1991

The favorable trends observed in the first half of the second half of this year, Altus Finance, regrouping numerous non-recurring activities, should experience a noticeable improvement in its earnings pattern. The level of provisioning, however, will reflect a prudent policy in keeping with the nature of certain exposures. It is most likely expected to remain fairly high, especially as long as economic recovery has not clearly occurred.

Equity capital will be further strengthened by the FRF 3 billion capital increase which will be subscribed by the French Government when Crédit Lyonnais takes a 20% stake in Usinor-Sadlier.

## CREDIT LYONNAIS GROUP

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CREDIT LYONNAIS GROUP



WestLB Europa draws on a long-standing local presence in all of Europe's business centres. WestLB Europa is an ideal bank for companies with their sights set on Europe. A long-standing European presence.

in all major business centres and an extensive branch network means we can make local expertise available to clients anywhere in Europe. This cross-border approach is complemented by a unique mixture of innovative and classical banking services.

providing solutions which take all local requirements into account. The versatility of a truly European bank makes a decisive difference in Europe's competitive environment. And puts you in touch with the whole of Europe.

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WestLB Europa  
The Euro bank of WestLB and SüdwestLB



By Roland Rudd and Robert Peston in London

## Brent Walker close to deal on bonds refinancing

tions with it. Now that Smurfit has signed up, Brent Walker will attempt to persuade other bondholders.

Mr Michael Smurfit, chairman of Jefferson Smurfit, owns a further \$10m of the bonds in his name and has been conducting separate negotiations with Brent Walker.

Greatest resistance to the new deal is likely to come from Lonrho, the international trading group which owns \$1m of them. Lonrho had made a tentative offer to acquire Brent Walker, as an alternative to the refinancing proposal.

Brent Walker sold \$100m of the convertible bonds last year as part of an interim arrangement to prop up the company.

Buyers of the bonds became extremely bitter as the scale of Brent Walker's financial problems emerged over the past few months, making the bonds almost worthless.

Brent Walker is now hopeful it can sign a deal with the other bondholders. However, the refinancing will not be completed till several other parallel negotiations are completed.

The biggest bondholder is Mr George Walker and his family trust which together control \$30m worth of bonds.

## Raytheon and Fiat in link-up

RAYTHEON, the US defence and electronic group, has linked with Fiat to exploit the emerging energy, petrochemical and waste management markets in Europe, the Soviet Union and the Middle East, Reuters reports.

The US company said that the groups would also co-operate in chemical weapons destruction and environmental markets.

Raytheon's United Engineers and Constructors subsidiary will join another Raytheon unit, Badger, in the ventures with Fiat. United Engineers and Constructors has an automated chemical weapons destruction facility on Johnston Island in the South Pacific.

Raytheon did not disclose other details of the agreements nor any potential contracts.

Moody's Hong Kong

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## Moody's may downgrade Hongkong Bank rating

By Angus Foster in Hong Kong

HONGKONG and Shanghai Banking Corporation and various subsidiaries have been placed under review for possible downgrading by Moody's Investors Service, the US credit rating agency.

The review threatens the bank's top quality short-term rating which was first assigned in 1987.

Moody's said it was concerned about the group's continuing asset quality problems and long-term profitability.

The agency also pointed to political uncertainty in Hong Kong in the run up to 1997, thereby calling into question the effectiveness of the bank's recent restructuring.

In April the bank set up a London-based holding company designed to distance the group from worries about Hong Kong's future.

Hongkong Bank said it was "surprised" by the announcement. "We don't see any justification for a downgrading," it said.

In August the bank announced a 21.6 per cent increase in interim profits to HK\$1.86bn (US\$241m) for the six months to the end of June. The figures, which were higher than expected, were seen as evidence that the bank's recent troubles were nearly over.

The review is in response to problems at Hongkong Bank's US and Australian subsidiaries, which were largely to blame for the bank's first decline in profits for more than 20 years in 1990.

Marine Midland Bank in the US was affected by non-performing loans due to a weak property market while Hongkong Bank of Australia was hit by bad debts, partly related to Mr Alan Bond.

**Boeing to trim workforce over arms cuts**

BOEING, the aircraft manufacturer, said it expected to lay off or reassign at least 2,500 employees because of President Bush's US nuclear arsenal cuts, which include plans to cancel four programmes on which Boeing was working, Reuter reports from Seattle.

Mr Pete Dakin, a Boeing Defence & Space Group spokesman, said that the programme of cuts would affect less than 5 per cent of the division's projected sales, however, and were not expected to be a significant setback in the unit's attempt to return to profitability in 1992.

Mr Jerry King, executive vice-president of Boeing Defence & Space Group, said that Boeing would try to reassign as many of the displaced workers as possible within the company.

Last year, the Boeing Defence & Space Group accounted for 20 per cent of Boeing's \$28bn in revenues.

**SONATRACH**  
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US\$140,000,000. - Guaranteed Bonds due May 15, 1992  
Notice is hereby given to the holders of the bonds that, pursuant to any in accordance with Article 4(A) of the Terms and Conditions endorsed on the Bonds, the Company will redeem the Bonds at 100 per cent (plus in the case of Interest Bonds accrued interest) by an instalment of US\$17,500,000. - on November 15th, 1991 provided that the proportion of the principal amount of Interest Bonds to Non-Interest Bonds redeemed shall be in the ratio of 4:1.

The Bonds have been called for redemption by lots by the Principal Paying Agent as follows:

- Interest Bonds in the principal amount of US\$14,000,000. - with serial numbers 8401-9800 (of US\$10,000. - denomination).

- Non-Interest Bonds in the principal amount of US\$3,500,000. - with serial numbers 211-245 (of US\$100,000. - denomination).

Outstanding principal amount for the Interest Bonds is US\$14,000,000. -

Outstanding principal amount for the Non-Interest Bonds is US\$3,500,000. -

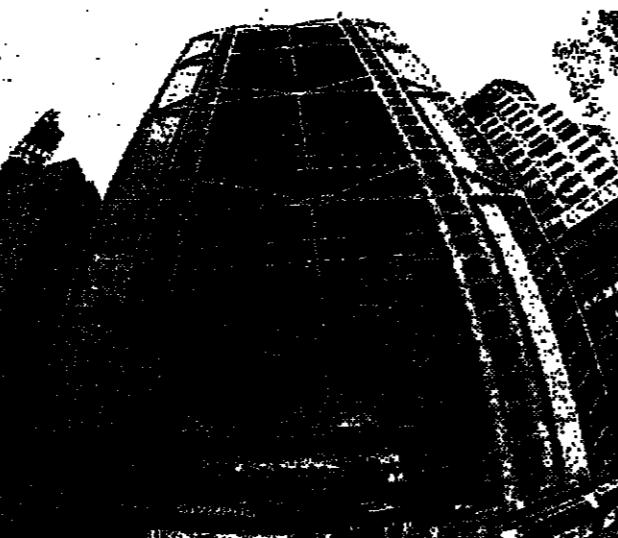
**PRINCIPAL PAYING AGENT**  
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MANAMA BAHRAIN

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**American Express Bank Ltd.**  
Floating Rate Subordinated Capital Notes  
Due 1999

Notice is hereby given that for the Interest Period 9th October, 1991 to 8th January, 1992 the Notes will bear Interest at the rate of 5% per annum. The Interest payable on 8th January, 1992 against Coupon No. 18 will be U.S. \$142.15 per U.S. \$10,000 Nominal and U.S. \$3,553.82 per U.S. \$250,000 Nominal.  
DATED THIS 8TH DAY OF OCTOBER, 1991.

Principal Paying Agent  
ROYAL BANK OF CANADA  
EUROPE LIMITED



Hongkong and Shanghai Banking Corporation: Moody's review threatens the bank's top quality short-term rating

## Singapore to reform insurance regulations

SINGAPORE is to raise solvency margins of insurance companies and introduce new investment regulations which will be effective from December 31 next year to protect the interests of policyholders, Mr Richard Hu, Finance Minister, said yesterday. Reuter reports from Singapore.

Mr Hu told a conference on international reinsurance: "MAS [Monetary Authority of Singapore] has reviewed the need to further enhance the financial soundness of the Singapore insurance industry so as to better protect policyholders' interests."

Singapore has 31 professional reinsurers, compared with just one in 1973, Mr Hu said.

The reforms include raising the minimum company solvency margin for general insurers and reinsurers to \$5m from the current \$3m, Mr Hu said.

Minimum solvency margins for the Singapore insurance fund of a general insurer will be raised to \$55m, 50 per cent

of net premiums or 50 per cent of loss reserves, whichever is the highest.

The present requirement is the highest of \$31m, 50 per cent of net premiums or 50 per cent of loss reserves.

For the offshore insurance fund, general insurers will be required to maintain a minimum solvency margin equal to the highest of \$31m, 20 per cent of net premiums or 20 per cent of loss reserves, Mr Hu said.

Insurance companies will also be required to observe maximum limits for investments in equities, real estate, unsecured loans and foreign assets, he said. The new measures will also restrict investments in related companies and require general insurers to maintain a minimum level of liquidity in their fund assets, he said.

The reforms include raising the minimum company solvency margin for general insurers and reinsurers to \$5m from the current \$3m, Mr Hu said.

Minimum solvency margins for the Singapore insurance fund of a general insurer will be raised to \$55m, 50 per cent

## NGC posts NZ\$18m profit

NATURAL Gas Corporation (NGC), New Zealand's leading supplier of natural gas, has reported a NZ\$18.72m (US\$10.6m) after-tax profit for its first operating period, the four months to June 30, writes Terry Hall in Wellington.

NGC was previously owned by the Fletcher Challenge subsidiary Petrocorp and was set up as a separate company in February. Fletcher plans to sell a third of the company this year.

The profit was achieved on sales of NZ\$485.18m and

## Cheung Kong takes option to buy 11% of HK group

By Angus Foster

MR Li Ka-shing's Cheung Kong Holdings has continued its string of strategic acquisitions and taken an option to buy up to 11 per cent of Hong Kong-listed Gioco, a financial services group which includes Dao Hong Bank, the colony's fourth largest bank group.

Cheung Kong has subscribed to a HK\$236m note which can be converted into Gioco shares within three years at HK\$2.10, a slight discount to last week's closing price.

Dao Hong has been targeted by several brokerage houses as a fast growing bank and last month announced a 54 per cent increase in net profits to HK\$232m (\$30m) in the year to the end of June.

In recent months Cheung Kong has taken minority stakes in companies ranging from Ergo, a property company controlled by the Lau brothers, to Wo Kee Hong, a consumer electronics distributor.

## Fletcher raises NZ\$110m in asset sale

By Terry Hall in Wellington

FLETCHER Challenge, New Zealand's biggest industrial group, which is under pressure to reduce its debt, has raised NZ\$110m (\$16.2m) from the sale of its Tararaki ammonia urea plant and 65 commercial properties.

The sales are the first of a planned NZ\$1bn worth of assets, earmarked for disposal this financial year.

The ammonia urea plant, which produces 160,000 tonnes a year of agricultural products from natural gas, has been sold to BOP Fertiliser, which is 40 per cent owned by Fenzl, one of the largest fertiliser groups in Australasia.

However, settlement for NZ\$45.5m will not take place until next June. Fletcher is to retain what is expected to be a NZ\$10m profit for the year.

Fletcher announced in March it was selling the plant to concentrate its downstream gas activities on methanol production, where it is now the world's leading producer with plants in New Zealand and Chile.

Many of the commercial properties sold within New Zealand have gone to Indonesian, Singaporean and Hong Kong buyers after marketing efforts there.

A further 10 properties worth NZ\$12.4m are under contract through a scheme for Asian buyers who are offered 80 per cent vendor finance at a fixed 10 per cent interest rate for five years.

includes a NZ\$20.91m contribution in dividends from the company's NZ\$235m in redeemable preference shares in Fletcher Challenge Gas Investments, which owns 20 per cent of the Maui Gasfield. During the period the company raised its own debt of NZ\$250m, which was used to repay advances to Fletcher Challenge.

Mr Richard Bentley, chief executive, said the company was preparing for deregulation of the gas market later this year. This was not expected to affect its performance.

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## Northern Telecom plans growth in French and German markets

By Hugo Dixon in Geneva

NORTHERN TELECOM, the Canadian telecommunications manufacturer, may open factories and research and development centres in continental Europe and Mexico as part of its global ambitions.

Mr Paul Stern, Northern's chairman, said that following the acquisition of STC, the UK telecommunications manufacturer, last year, the group was looking to expand in France and Germany.

STC was pursuing a similar strategy of trying to link with medium-sized European manufacturers, such as Bosch of Germany, SAT of France and Philips of Holland before it was taken over.

Mr Stern said that "the strategy of hooking up is more likely to succeed" since the takeover because Northern had more to offer.

He added the group was interested in collaborating with larger European companies, such as France's Alcatel, Germany's Siemens and Sweden's Ericsson, as well as Japanese groups, such as Oki and

Fujitsu. That co-operation, he said, would enable them to avoid duplication in developing new technologies.

Mr Stern maintained that Northern could offer partners access to the North American market and to certain technologies such as submarine fibre optic cables.

In exchange, it would want access to foreign markets.

He added that Northern might team up with other suppliers to build manufacturing facilities.

"We could say 'Let's build a factory in Latin America together,'" he said.

## Southwest alters offer to Midway

By Karen Zagor

SOUTHWEST Airlines, the Dallas-based regional carrier regarded as one of the few bright lights in the US aviation industry, yesterday amended its offer to Midway Airlines, the bankrupt Chicago carrier.

Under the terms of the revised offer, Southwest would pay the carrier \$28m for its gates and related assets at Midway airport, Chicago's second biggest airport.

If Midway continues as an independent airline, Southwest would give Midway the chance to re- acquire or sub-lease most of those gates at Southwest's cost. The alternative offer also involves a joint marketing agreement for the two carriers.

If Midway does not survive, Southwest wants negotiations to acquire or help with the disposal of Midway's other assets.

Last week, Southwest offered to pay \$10m for 10 gates at Midway airport and to lend the struggling carrier \$26m, to be repaid over five years and secured by other assets at Midway Airport. Some of the gates would be sub-leased back to Midway.

Southwest said yesterday that its revenue passenger miles in September rose 19.6 per cent to 919m revenue passenger miles. For the third quarter, revenue passenger miles grew 14 per cent to 3,050m.

## Amgen wins drug patent battle

By Karen Zagor in New York

THE FOUR-YEAR patent dispute between Amgen and Genetics Institute, two US biotechnology companies, over erythropoietin (EPO) was finally resolved yesterday when the US Supreme Court denied a request by Genetics Institute to overturn a lower court decision in favour of Amgen.

Amgen will now have an exclusive EPO patent in the US.

Mr Viren Mehta, an analyst at Mehta & Isaly in New York.

said that the Supreme Court's action had been widely expected.

EPO is a drug that stimulates red blood cell production and is used to treat severe anaemia.

At mid-session, Amgen's stock was \$1 higher at \$34.75, in what analysts described as a technical adjustment, while Genetics Institute declined 1% to \$33.50.

Amgen first claimed the gene for EPO in 1983.

A year later, scientists at

## Kemper Securities turns the corner

Barbara Durr discovers prospects for profits in new a structure

WHILE Kemper the diversified Chicago financial services group, faces asset quality difficulties in its insurance business, Kemper Securities Group, long the company's poor sister, appears to have taken on a Cinderella group.

Kemper Securities Group, which after a reorganisation has become the twelfth largest US brokerage, reported a \$3.4m profit for the first half, marking the first return to profit since 1988 and the best year since 1987.

At the start of 1990, Kemper decided to consolidate the five far-flung securities brokerage operations it acquired during the 1980s. These included Berman, Eichler, Hill Richards in Los Angeles, Blunt, Ellis & Loewi in Milwaukee, Betteker & Co in Denver, Lovett Underwood, Neuhauser & Webb in Houston, and Prescott Ball & Turben in Cleveland.

They had been putting in disappointing performances since 1987 and, in common with the entire financial services industry in the post-1986 era, were ripe for shrinkage.

After groping for a formula for its broker-dealer business for several years, analysts say

demographics, which are shifting the client base for securities broking toward an older population. Americans over the age of 50 account for about \$700m in assets.

The number is expected to grow significantly as the baby boom generation ages. Mr Boris says this means that cus-

tomers will want more control of assets and will shun risk. In such a market, financial service "takes a lot of hand holding", he says, which he believes is Kemper's strong point.

Mr Boris sees Kemper having a competitive advantage through its regional approach and emphasis on customer relations. "Our people work in a different way. They live there, work there, go to church there and know the local corporate entities well."

He is implementing another shift in Kemper's brokerage business. Instead of churning out new financial products, it will concentrate on a stable list

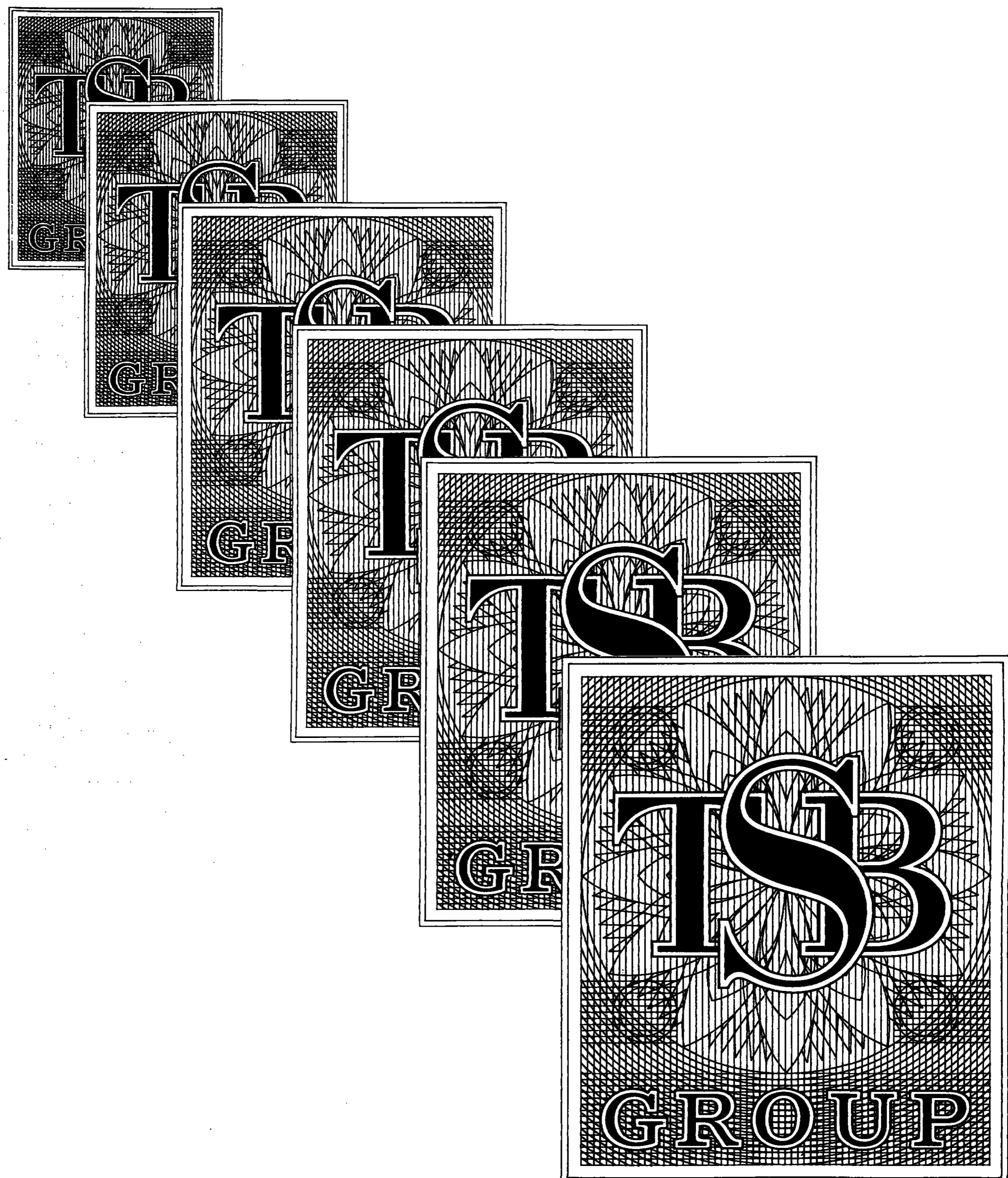
of choices and tailor the mix to customer needs.

While Kemper runs a large mutual fund operation, which is included in the \$650m in assets under management by its subsidiary Kemper Financial Services, mutual funds make up just 10 per cent of the securities group's revenues. It distributes equities, taxable and tax-free bonds, annuities, unit investment trusts, money market instruments, options and futures. It has begun a service of professionally managed accounts.

## FT GUIDE TO WORLD CURRENCIES

The table below gives the latest available rates of exchange (rounded) against four key currencies on Monday, October 7, 1991. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from rates of foreign currencies to which they are tied.

COUNTRY	€ STG	US \$	D-MARK	YEN (X 100)	COUNTRY	€ STG	US \$	D-MARK	YEN (X 100)	COUNTRY	€ STG	US \$	D-MARK	YEN (X 100)
Afghanistan (Afghan)	99.26	53.1801	34.046	44.2029	Greece (Greece)	651.37	375.321	223.485	290.143	Pakistan (Pak. Rupee)	42.54	24.511	14.5934	18.9487
Albania (Leke)	10.01	5.7677	3.4339	4.4507	Greece (Drachma)	324.92	167.22	111.465	141.00	Panama (Balboa)	1.7355	24.511	0.9593	0.7773
Algeria (Dinar)	36.64	21.112	12.5694	16.3207	Greece (Drachma)	112.00	61.977	34.457	44.2029	Papua New Guinea (Kina)	2.6350	9.9431	0.7295	0.7295
Andorra (Fr Fr)	9.9225	5.1713	3.3077	41.0628	Grenada (Grenada)	112.00	61.977	34.457	44.2029	Peru (Nuevo Sol)	1.4725	13.1654	703.028	101.7976
Angola (Cape Verde)	1.1000	1.1000	1.1000	1.1000	Guadalupe (Local Fr)	9.9225	5.1713	3.4039	4.4507	Philippines (Peso)	45.5631	26.2651	15.5377	16.5559
Angola (Cape Verde)	1.1000	1.1000	1.1000	1.1000	Guatemala (Quetzal)	8.1205	4.0525	2.0255	2.7773	Pitcairn (Pitcairn)	0.7773	0.4224	0.2224	0.2224
Angola (Kwanza)	103.411	59.1574	35.1574	46.0628	Guinea (Francia)	1.07725	620.714	365.554	479.564	Poland (Zlote)	1.1000	1.1000	1.1000	1.1000
Anguilla (US \$)	4.69	2.7023	1.4099	2.059	Guinea-Bissau (Bissau)	521.66	300.255	178.815	223.485	Portugal (Escudo)	250.52	144.337	65.1545	112.773
Argentina (Peso)	171.000	94.0000	50.0000	60.0000	Greece (Drachma)	6.2405	3.167	1.1145	1.1000	Portugal (Escudo)	150.52	85.337	31.1523	56.1223
Armenia (Dr. Lr)	3.111	1.7193	1.0648	1.2633	Greece (Drachma)	1.07725	620.714	365.554	479.564	Portugal (Escudo)	6.3245	3.4441	2.1696	2.8171
Australia (Austral)	2.1820	1.2572	0.7485	0.9719	Greece (Drachma)	1.1000	1.1000	1.1000	1.1000	Portugal (Escudo)	106.94	55.475	21.4225	36.5235
Austria (Schill)	1.1000	1.1000	1.1000	1.1000	Greece (Drachma)	1.1000	1.1000	1.1000	1.1000	Portugal (Escudo)	1.1000	0.5763	0.3409	0.3409
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Austria (Schill)	1.1000	1.1000	1.1000	1.1000	Greece (Drachma)	1.1000	1							



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## UK COMPANY NEWS

## TSB sells insurance broker for £35m

By David Barchard and Richard Lapper

TSB, the sixth largest UK banking group, has sold Hill House Hammond, its 133-branch retail insurance broker, to Norwich Union for £34.5m.

The move follows a recent decision by TSB to sell off financial service subsidiaries outside its core banking and insurance operations. Hill House Hammond specialises in motor and household insurance, and is planning to develop its life assurance business as a tied agent.

Net brokerage income in the present year is expected to be £19m with pre-tax

profits of £2.7m. "Hill House Hammond was a competing business on the high street without the TSB brand and therefore we took a decision a while back to sell it in no particular hurry, but this was a splendid offer and we decided to accept it," said Mr Don McCrickard, TSB chief executive.

Mr Albert Mills, Norwich Union general manager, said yesterday that Hill House Hammond would be preserved with its management, staff and trading name unchanged. The broker was acquired by

TSB in 1987 as part of Hill Samuel. The sale will be completed by October 31.

Norwich Union's purchase of Hill House Hammond is the biggest acquisition by the mutually-owned company since its ventures into Spain and New Zealand over a year ago.

It is the group's first move into high street retail distribution and comes at a time of increasing competition in the personal lines insurance market, in which control over sales is an increasingly important element.

## Alan Paul warns of profits cut

By Michiyo Nakamoto

ALAN PAUL, the USM-quoted hairdressing group which recently suffered a low take-up of its rights issue, warned that interim profits would be "marginally below" expectations. It is also deferring its move to the main market.

The group blamed the combined effects of high costs and lower than expected sales in the first half of the year for the anticipated fall in pre-tax profits from last time's £1.5m.

Mr Clive Warner, finance director, said that the costs of running the group had risen.

Alan Paul has expanded its operations rapidly. In particular, the £2.5m acquisition in May last year of Essanella, a hair and beauty salon business with shops in the UK and Germany, quadrupled the number of salons.

The recession, had already hit Body & Face Place, the lossmaking manufacturer and retailer of beauty treatment products, and was now beginning to bite in the hairdressing business, which had previously been seen to be recession-proof.

Tighter credit also meant that there would only be about 50 new franchises, compared with 70 last year, in hairdressing alone.

The shares, which have fallen considerably from their peak of 142p last year, yesterday fell to 85p, well below the 85p price of the £5.3m rights issue which closed in August with only a 15 per cent take-up.

The group plans to strengthen the board with new appointments and so is deferring its introduction to the main market.

## Pickford business travel sale

By David Churchill, Leisure Industries Correspondent

NFC, the transport and distribution group, is selling its Pickford business travel operation for £10.5m to Wagon-Lits, the French travel group.

The sale follows negotiations lasting several months but does not include Pickford's retail travel business operations, which are expected to be sold to the Carlson Travel group in the US. Earlier this year Carlson, which already owns the AT Mays travel agency chain in the UK, bought WH Smith's UK travel agency operations.

NFC had been looking for a

buyer for its travel operations for some time after taking a corporate decision to move out of the market. However, the impact of the Gulf war and recession held up the sale.

Also, it would have preferred to sell the entire Pickford travel operation as a going concern. Potential buyers, however, were deterred by the downturn in leisure and business travel year.

Mr James Wilson, chairman of NFC, said yesterday that it had decided on the sale because it could not justify investing further in the travel industry which he described as a "non-core activity."

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Pocket Diary, black leather	PL	13.81	11.95		11.80		12.25		
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Pocket Diary, black leather/cloth	PC	11.52	10.05		9.90		10.35		
FT Pink Pocket Diary	PP	13.34	11.80		11.50		12.25		
Slimline Pocket Diary	SP	11.57	10.10		9.90		10.40		
Wallet Diary	WD	21.91	19.10		18.80		19.60		
Wallets: Black (to fit PL + PC)	WL	25.32	21.80		21.70		22.15		
Burgundy (to fit PB)	WB	25.32	21.80		21.70		22.15		
Black (to fit PP)	WP	27.91	24.05		23.90		24.40		
<b>PERSONAL ORGANISERS</b>									
Personal Organiser, black leather	POL	46.00	43.10		41.90		44.90		
Personal Organiser, burgundy leather	POB	46.00	43.10		41.90		44.90		
<b>PERSONALISATION</b>									
Initials only (up to 4 characters)	I	2.47	2.10		2.10		2.10		
Names (up to 20 characters)	ISN	4.41	3.75		3.75		3.75		
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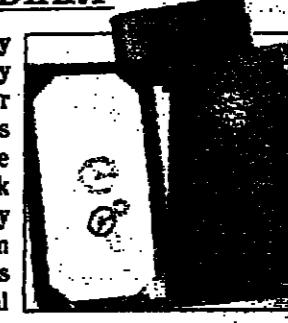
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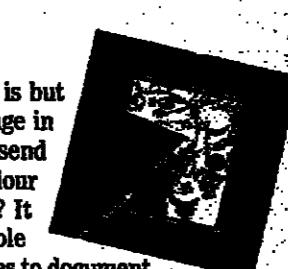
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## LONDON STOCK EXCHANGE

## Shares fall sharply in thin turnover

By Terry Byland, UK Stock Market Editor

LONDON joined in the general retreat in European stock markets yesterday, which followed Wall Street's sudden turn for the worse. Selling was light in the UK market but the FTSE Index, down 30 points at the day's low, lost the 2,600 level which was recaptured only a week ago.

Traders said that no new developments had appeared but the market had become increasingly depressed by the absence of positive factors. Hopes that may be cut to coincide with this week's annual conference of the governing Conservative party, despite expectations that Friday will bring news of a further fall in UK inflation, has quietened down, and yesterday's egm at

down to wait for the overnight news from the US market.

At the close, the FTSE Index was 28.4 down at 2,586.2, just two points above the low for the day. The setback was led from the futures market for much of the session and losses ranged widely across the stock market.

The only favourable factor was the absence of sellers. Some traders suggested that hints of another rights issue had restrained the market. But yesterday's turnover was exceptionally poor. Sale volume of 30m shares marked a return to levels last seen at the end of June when the holiday season was in full swing.

A small sell programme, in the £25m-30m range, from a leading UK securities house had an over-proportionate

effect on a market clearly lacking confidence.

Equity strategists, reviewing the developments of the past fortnight, had relatively negative stances. "Political uncertainty prolonged not cancelled," said Mr Peter Thorne at Nikko Securities, and "UK economic recovery is only promised not proven," said the strategy team at Robert Fleming Securities.

Mr Nicholas Knight at Nomura Research Institute reiterated his prediction that the market will fall to Footsie 2,400 by the year-end, perhaps as early as this month.

However, the market's belief that the UK recession is bottoming out appeared to remain firm. Equity market analysis hope to see a fall in headline inflation to 4.1 per cent (Hoare

Gowett), or 3.9 per cent (Yamachi) when the UK retail price index for September is announced at the end of the week.

Also encouraging for the equity market was the disclosure last weekend that wage settlements in UK manufacturing industry have fallen to around 5.5 per cent, the lowest level for four years.

On the domestic scene, investors were discouraged by the political uncertainties posed by the success in the opinion polls of the Labour opposition party just as the conference of the Conservative party opens in Blackpool.

With little reason for optimism in the near term, the UK equity market has proved vulnerable to the signs of weakness on Wall Street.

## Interim news hits Eurotunnel

HALF-TIME figures from Eurotunnel, the channel tunnel operator, and a warning that its opening may be delayed, disappointed the market and caused the shares to fall in thin trading.

The company warned that problems at TMI, the Anglo-French tunnel contractor, could delay the tunnel's opening. Eurotunnel also said it would defer a dividend payout for one more year until the year 2000. The company forecast a loss of revenue of around £147m because of the phased opening of the tunnel and said total construction costs were likely to exceed £2bn by 1996.

In London, the shares dropped 29 to 496p on a measure of 1.4m. In Paris, where the shares are also quoted, heavy trade in Eurotunnel was reported and the stock declined by about 4 per cent.

## Shell resilient

A resilient performance by Shell in the oil sector, and by Shell Transport in particular, owed much to County NatWest, which continued to recommend the sector as having moved back into the buying range. The broker included Shell in its prestigious "County 30" list of best buys at the expense of Tarmac, the construction/building materials group.

Shell closed only marginally easier at 504p. Tarmac was off 2 at 185p, after 185p. Minutes before the close, a line of 3.6m Tarmac was placed at 175p to a share, a significant discount to market quotations.

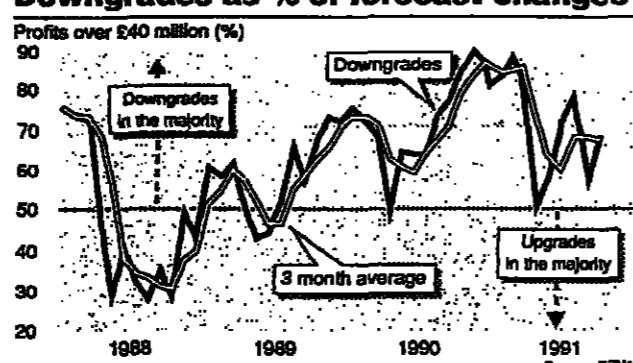
County said the oil sector relative has decoupled from its long term correlation to the oil price and the US oil majors. It added that with the oil supply/demand balance looking increasingly fragile it feels the risks are now on the upside.

Shell's rating, the broker says, does not fully reflect its leading industry position, financial strengths and its drive to raise the return on capital employed, which could boost net earnings by 20 per cent over the next two to three years.

## Kunick setback

Hopes that the leisure industry might be emerging from recession were dashed yester-

## Downgrades as % of forecast changes



City analysts have turned bearish again on the near term outlook for British companies, according to statistics prepared by Barclays de Zoete Wedd. The percentage of downgradings of profit forecasts is currently around 68.3 per cent of those analysts changing their views. The return to a bearish stance on the corporate outlook has followed the interim reporting season of the past few weeks, which has disclosed the effects of recessionary pressures on both company profits and balance sheets.

I'm certain these two companies are survivors and will prosper in better times."

## Tobacco switch

Downward pressure on Rothmans International was provided by securities house BZW, which published a note yesterday advising investors to switch out of the stock and into BAT Industries.

Mr Nyren Scott-Malden of BZW said: "We see Rothmans at the top of its range, while BAT has a yield at least three times that of Rothmans and has committed itself to increasing its dividend above the level of inflation." Rothmans shares lost 18 to 112p. However, BAT, whose Eagle Star insurance arm has suffered heavy losses in its mortgage indemnity business, failed to buck the day's trend and shed 13 to 65p.

British Aerospace remained friendless in spite of winning approval from shareholders for the 492m rights issue. The shares fell 13 to 402p on a poor turnover of 1m. There is still a

## NEW HIGHS AND LOWS FOR 1991



and General Accident 16 to 528p.

feeling that some of the rights stock may be left with the underwriters.

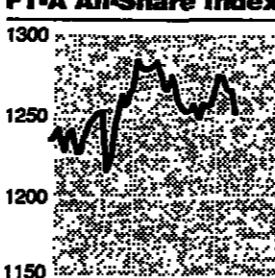
Meetings with a number of big funds and a presentation to institutions at the offices of its broker, Kleinwort Benson, calmed the nerves of holders of First National Finance (FNFC), whose shares almost halved last week. Ironically, it was a forecast of increased losses, pencilled in by Kleinwort, that was said to have triggered the slide. FNFC closed 9 up at 63p.

The life and composite insurance sectors were hit by what dealers described as a bear raid. Turnover in both sectors was minimal but share prices, especially in composites, were constantly being lowered owing to persistent stories that dividends would be cut in the preliminary reporting season. Rumours of rights issues were also circulating.

The composites, as well as Legal & General and BAT's subsidiary Eagle Star, have been hammered by big losses in the mortgage indemnity business. Legal lost 9 to 406p

## FT-A All-Share Index

1300



day at Kunick, which specialises in the amusement machine business, warned that expectations for its current year profits were around 20 per cent too high. The shares were badly mauled, as were other leisure stocks, notably First Leisure, which also suffered a profits downgrade.

Kunick fell 9 to 244p with more than 1m shares traded.

Smith, New Court's leisure team lowered its current year profits estimate by £3m to £12.5m and next year's from £18m to £15m. Mr Bruce Jones at Smith said Kunick had suffered an unexpected decline in amusement machine rental charges.

Smith also cut profit estimates for First Leisure, one of the UK's biggest pure leisure groups. This year's estimate was reduced by £1m to £20.5m and next year's from £27m to £26.5p. The Smith analyst said, however, see light at the end of the tunnel. "While it's disappointing to relate these stories,

I'm certain these two companies are survivors and will prosper in better times."

## APPOINTMENTS

Heathrow Airport managing director

current appointment.

Also new to the Heathrow Airport Ltd board is finance director Mr John Stent. He joined BAA plc in 1988 and was most recently divisional finance director for BAA Holdings. He has previously worked for Hamleys and Marks and Spencer in senior financial positions.

Mr William J. Else has been appointed head of electronic banking at MIDLAND BANK, responsible for all domestic and international corporate and correspondent banking payment services. He was head of international marketing at Midland Montagu.

Mr Geoffrey Hanley becomes head of information services and business management and Mr Colin Tyne head of payments product marketing.

At SEDGWICK GROUP, Mr Craig Bennett has been named director information technology for the group worldwide. He joined the company in 1989 as director systems planning, having previously worked for Hill Samuel Life Assurance as managing director.

Mr Tim Ridder and Mr Ian Simpson are being promoted from associate directors to directors of SEDGWICK LLOYD'S UNDERWRITING AGENTS LTD, subject to the approval of Lloyd's.

Mr Allan Richens will join the main board of HOLLAS GROUP as a director.

Mr Richens has been chairman of Hawkshead

Sportswear, the group's mail order retailer, since last year, and for the period 1983-90 he was financial director of Empire Stores.

■ WHIESOKE has made Mr Alastair Dinnidale managing director of its instrumentation and control division.

He formerly served with Peck Plc, where he was in charge of corporate business development throughout the Far East region. Before that he worked overseas with Schlumberger providing instrumentation services to the oil industry.

Mr Geofrey Hanley becomes head of information services and business management and Mr Colin Tyne head of payments product marketing.

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Sir Brian, 58, who is chairman of ANZ Grindlays Bank, brings to the new position his own particular experience in the liner cargo

trade, having served as chairman of Furness Withy.

■ Mr Michael Shell has been named managing director of GORING KER, succeeding Mr Dick Richardson, whose departure was announced recently. Mr Shell has been serving with Fisher Controls, Leicester.

■ DORSON PARK INDUSTRIES said chairman Mr Gordon Marshall has retired from the board with effect from September 30, having reached the age of 65.

Mr Alan Kaye has been appointed chairman in addition to his existing duties as group chief executive, a position he has held since 1985. The company recently named Mr Oliver Chapelle as deputy group chief executive.

■ AT SCOTTISH AMICABLE, Mr Ashok K. Gupta will become general manager (notational) from November 1. He is to succeed Mr Raymond Anderson, who will retire at the end of the year when Mr Gupta will assume the duties of appointed actuary.

Mr Gupta is currently a principal with Tillinghast, the insurance and risk management consultancy division of Towers Perrin.

■ Mr Donald Carr became non-executive chairman of NSM, passing all his executive responsibilities to Mr John Jermine, who was appointed chief executive on March 4. Mr Carr will retire as chairman next April.

■ ANDREW WEIR & CO, holding company of the Andrew Weir Group, said Sir Brian Shaw (pictured) has joined the board as a non-executive director.

Sir Brian, 58, who is chairman of ANZ Grindlays Bank, brings to the new position his own particular experience in the liner cargo

Gowett), or 3.9 per cent (Yamachi) when the UK retail price index for September is announced at the end of the week.

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With little reason for optimism in the near term, the UK equity market has proved vulnerable to the signs of weakness on Wall Street.

## FINANCIAL TIMES STOCK INDICES

	Oct 7	Oct 4	Oct 3	Oct 2	Oct 1	Year Ago	High	1991	Low	Since Completion
	7.32	6.28	6.44	6.48	6.75	60.74	67.04	82.17	127.4	49.18
Government Secs	67.32	67.28	67.44	67.48	67.55	60.74	67.04	82.17	127.4	49.18
Fixed Interest	97.01	97.07	97.11	97.17	98.93	98.50	97.17	100.59	106.4	50.53
Ordinary Share	1989.7	2018.7	2018.2	2037.9	2035.9	1705.7	2108.3	1506.8	2108.3	49.4
Gold Mines	166.6	161.2	159.9	157.2	158.9	170.3	222.8	734.7	43.5	
FTSE 100 Shares	2598.2	2524.6	2525.6	2544.2	2545.8	2201.6	2679.6	2678.6	2685.9	
FTSE Eurotrack 200	1159.75	1170.14	1172.61	1176.20	1178.95	-	1158.60	1158.62	1158.62	
FTSE 250	1998.0	1997.0	1997.0	1997.0	1997.0	1997.0	2000.0	2000.0	2000.0	
FTSE 350	2004.3	1998.0	1997.0	1996.0	1994.0	1990.1	2004.3	2004.3	2004.3	
FTSE 100, Hourly changes	9 am	10 am	11 am	12 pm	1 pm	2 pm	3 pm	4 pm		
FTSE 200, Hourly changes	9 am	10 am	11 am	12 pm	1 pm	2 pm	3 pm	4 pm		
Open	1511.20	1511.21	1511.68	1512.48	1511.09	1510.85	1510.90	1510.90		

## GILT EDGED ACTIVITY INDICES

Oct 4 Oct 3

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AMERICANS

## **BUILDING, TIMBER, ROADS**

**Contd**

## **DRAPERY AND STORES -- Cont.**

## ENGINEERING 1. It is

**INDUSTRIALS (Miscel.)—Contd.**

## INDUSTRIALS (Misc.) - Continued

CANADIANS

**BANKS HP & LEASING**

BUILDING TIMBER ROADS

## ELECTRICITY

### INDUSTRIALS (Misc.)

THE BOSTONIAN

## INDUSTRIALS (MISC.)

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## LOCATING IN NORTH AMERICA

The FT proposes to publish this survey on  
October 15, 1991.

This survey will be read by 54% of CEO's in Europe's largest 2000 companies.  
(Source: Chief Executives in Europe Survey 1990)  
and 55% of International Financial Managers in Europe responsible for international direct investment,  
(Source: International Financial Managers in Europe survey

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Anna Fairfax

THE BOSTONIAN

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

Continued on next page.

## **NYSE COMPOSITE PRICES**

كذلك من المصلحة

## **NASDAQ NATIONAL MARKET**

*3:00 pm prices October 7*

Continued from previous page											
High Low Stock		P/E 52s		Close Prev.		1981		P/E 52s		Close Prev.	
Div. Yld. E 100s		High		Low		Close		Div. Yld. E 100s		High	
254 22 RoyBldgCo	2.61 0.11	223	251	242	251	241	241	4 42	81	91	91
34 73 Rydberg	4.29 0.05	10227	505	50	50	50	50	52 23	13	51	50
11 72 Rydzek Val	204	92	91	91	91	91	91	4 13	13	3	4
504 27 Rykernald	0.69 0.01	29	56	56	56	56	56	29 21	14	24	24
163 13 Rykell	0.36 0.02	12	130	162	151	151	151	49 34	15	51	51
183 13 Ryman	0.60 0.04	12	55	46	46	46	46	51 15	13	17	17
71 2 Ryman Corp	0.20 0.07	5	37	24	24	24	24	7 15	15	25	25
305 18 Ryman Corp	0.82 0.01	23	22	21	21	21	21	20 21	10	27	27
219 14 Rymer Syst	0.69 0.05	26	26	25	25	25	25	20 21	15	25	25
253 13 Rynden Corp	0.60 0.03	36	44	23	23	23	23	26 21	15	25	25
<b>- S -</b>											
263 20 5 S Aids Ht	2.06 0.08	19	130	251	241	25	25	16 15	15	15	15
161 11 5 SABR	0.24 0.02	9	15	15	15	15	15	16 15	15	15	15
57 20 5 SAD Techno	1.28 0.05	11	51	51	51	51	51	16 15	15	15	15
2 1 SAD Techno	0.19 0.05	61239	51	51	51	51	51	16 15	15	15	15
13 11 Sabine Rd	0.32 0.11	9	12	12	12	12	12	16 15	15	15	15
92 5 5 Sabine Rd	0.15 0.04	7	23	8	8	8	8	16 15	15	15	15
135 8 5 Sabine Rd Sc	3	9	12	12	12	12	12	16 15	15	15	15
37 25 SabeyKin	0.32 0.01	25	510	25	25	25	25	16 15	15	15	15
211 11 7 SabeyKin	14	76	19	19	19	19	19	16 15	15	15	15
47 2 SabeyKin	0.87 0.05	4	4	4	4	4	4	16 15	15	15	15
305 24 SabioPaper	0.20 0.01	36	52	52	52	52	52	16 15	15	15	15
34 24 SabioPaper	1.68 0.05	11	51	51	51	51	51	16 15	15	15	15
44 11 Saber Corp	0.5	5	3	3	3	3	3	16 15	15	15	15
93 45 Saber Mass	0.60 0.01	171784	56	57	57	57	57	16 15	15	15	15
37 20 5 Saber Mass	0.60 0.04	72	13	13	13	13	13	16 15	15	15	15
20 17 Saberphone	0.64 0.03	63313	23	23	23	23	23	16 15	15	15	15
45 37 2 Saberphone	2.50 0.05	17	257	42	42	42	42	16 15	15	15	15
16 10 5 Saberphone	0.40 0.13	113	34	34	34	34	34	16 15	15	15	15
34 7 5 Saberphone	0.18 0.02	21162	16	16	16	16	16	16 15	15	15	15
26 5 5 Saberphone	2.65 0.01	9	91	34	34	34	34	16 15	15	15	15
45 25 5 Saberphone	0.22 0.01	2	2	2	2	2	2	16 15	15	15	15
21 11 5 Saberphone	0.94 0.02	201001	44	44	44	44	44	16 15	15	15	15
73 1 5 Savin Corp	0.60 0.28	8	2	2	2	2	2	16 15	15	15	15
41 33 5 Savin Corp	2.62 0.06	9	240	41	41	41	41	16 15	15	15	15
45 3 5 Savin Corp	0.32 0.02	204884	57	58	58	58	58	16 15	15	15	15
56 40 5 Savin Corp	1.32 0.02	204884	57	58	58	58	58	16 15	15	15	15
52 70 5 Savin Corp	2.72 0.01	111037	44	44	44	44	44	16 15	15	15	15
15 4 5 Savin Corp	0.40 0.05	204884	57	58	58	58	58	16 15	15	15	15
27 1 5 Savin Corp	0.32 0.02	204884	57	58	58	58	58	16 15	15	15	15
15 13 5 Savin Corp	1.40 0.10	31515	55	56	56	56	56	16 15	15	15	15
15 13 5 Savin Corp	2.10 0.14	5	15	15	15	15	15	16 15	15	15	15
1172 81 5 Savin Corp	0.20 0.02	14	415	1110	102	111	111	16 15	15	15	15
21 1 5 Savin Corp	3.11 0.01	21	305	20	20	20	20	16 15	15	15	15
184 11 2 SPX Corp	0.40 0.03	34	255	12	111	111	111	16 15	15	15	15
42 24 2 Sealed Air	2.04 0.11	24	611	36	36	36	36	16 15	15	15	15
17 7 5 Sealed Air	1.52 0.05	451821	31	30	30	30	30	16 15	15	15	15
12 11 5 Sealed Air	0.84 0.07	145	12	12	12	12	12	16 15	15	15	15
15 20 5 Sealed Air	0.30 0.01	37	47	24	24	24	24	16 15	15	15	15
56 49 5 Sealed Air	5.00 0.08	28	54	53	53	53	53	16 15	15	15	15
57 1 5 Sealed Air	0.50 0.01	12	20	32	32	32	32	16 15	15	15	15
27 10 5 Sealed Air	0.50 0.02	17	312	24	24	24	24	16 15	15	15	15
34 2 5 Sealed Air	0.50 0.02	17	312	24	24	24	24	16 15	15	15	15
38 2 5 Sealed Air	0.50 0.02	17	312	24	24	24	24	16 15	15	15	15
17 1 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
28 2 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
12 11 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
28 2 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
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12 11 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
28 2 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
12 11 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
28 2 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
12 11 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
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28 2 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
12 11 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
28 2 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
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28 2 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
12 11 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
28 2 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
12 11 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
28 2 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
12 11 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15	15
28 2 5 Sealed Air	0.50 0.02	22	419	37	37	37	37	16 15	15	15</	

## **AMEX COMPOSITE PRICES**

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3:00 pm prices October 7

Stock	P/					P/					P/					P/				
	Div.	Div.	Div.	Div.	Div.	Div.	Div.	Div.	Div.	Div.	Div.	Div.	Div.	Div.	Div.	Div.	Div.	Div.	Div.	
	100s	High	Low	Close	Chng	Stock	100s	High	Low	Close	Chng	Stock	100s	High	Low	Close	Chng	Stock		
Acme Corp	0	7	4 <sup>1</sup> / <sub>2</sub>	4 <sup>1</sup> / <sub>2</sub>	-1 <sup>1</sup> / <sub>2</sub>	-1 <sup>1</sup> / <sub>2</sub>	Chet Fda	0.01	64	4	4	4	+1 <sup>1</sup> / <sub>2</sub>	HealthNet	3	78	33	35	+1 <sup>1</sup> / <sub>2</sub>	Papageorgi
Acme Corp	0.16	7	11	16 <sup>1</sup> / <sub>2</sub>	16 <sup>1</sup> / <sub>2</sub>	16 <sup>1</sup> / <sub>2</sub>	Cominco	0.502006	2100	18 <sup>1</sup> / <sub>2</sub>	18 <sup>1</sup> / <sub>2</sub>	18 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Heico Cpl	0.10	14	14	12 <sup>1</sup> / <sub>2</sub>	12 <sup>1</sup> / <sub>2</sub>	Perini
Acme Corp	1	8	7 <sup>1</sup> / <sub>2</sub>	7 <sup>1</sup> / <sub>2</sub>	-2 <sup>1</sup> / <sub>2</sub>	-2 <sup>1</sup> / <sub>2</sub>	Compracor	9	9	1 <sup>1</sup> / <sub>2</sub>	1 <sup>1</sup> / <sub>2</sub>	1 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Hiltage En	1	5	5	5	+1 <sup>1</sup> / <sub>2</sub>	Pet Help
Acme Corp	0	100	100	100	100	100	Comco Fda	7	40	4 <sup>1</sup> / <sub>2</sub>	4 <sup>1</sup> / <sub>2</sub>	4 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Hillhaven	3105	21 <sup>1</sup> / <sub>2</sub>	21 <sup>1</sup> / <sub>2</sub>	21 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	PNI LD
Acme Corp	17	10	3 <sup>1</sup> / <sub>2</sub>	3 <sup>1</sup> / <sub>2</sub>	-1 <sup>1</sup> / <sub>2</sub>	-1 <sup>1</sup> / <sub>2</sub>	Conf. Air	0	348	1 <sup>1</sup> / <sub>2</sub>	61 <sup>1</sup> / <sub>2</sub>	61 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Hornbeam	2	200	3 <sup>1</sup> / <sub>2</sub>	2 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Piney Ax
Acme Corp	89	1987	70 <sup>1</sup> / <sub>2</sub>	89 <sup>1</sup> / <sub>2</sub>	70 <sup>1</sup> / <sub>2</sub>	70 <sup>1</sup> / <sub>2</sub>	Conoco A	0.104433	232	4 <sup>1</sup> / <sub>2</sub>	4 <sup>1</sup> / <sub>2</sub>	4 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Hornbeam	27	22	62	54	+1 <sup>1</sup> / <sub>2</sub>	Piney Ax
Acme Corp	0.34	19	3	42 <sup>1</sup> / <sub>2</sub>	42 <sup>1</sup> / <sub>2</sub>	42 <sup>1</sup> / <sub>2</sub>	Cresat A	0.125	19	7	27	26 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Horizon	3	165	3	25	+1 <sup>1</sup> / <sub>2</sub>	Piney Ax
Acme Corp	0.54	9	19	17 <sup>1</sup> / <sub>2</sub>	17 <sup>1</sup> / <sub>2</sub>	17 <sup>1</sup> / <sub>2</sub>	Cresat C	0.40	10	11	22 <sup>1</sup> / <sub>2</sub>	22 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Horizon	0.25	3	165	3	+1 <sup>1</sup> / <sub>2</sub>	Piney Ax
Acme Corp	1.48	7	111	81 <sup>1</sup> / <sub>2</sub>	81 <sup>1</sup> / <sub>2</sub>	81 <sup>1</sup> / <sub>2</sub>	Cubic	0.53	7	57	19 <sup>1</sup> / <sub>2</sub>	19 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Horizon	0	24	31	4	+1 <sup>1</sup> / <sub>2</sub>	Price Cns
Acme Corp	0.10	12	463	12 <sup>1</sup> / <sub>2</sub>	12 <sup>1</sup> / <sub>2</sub>	12 <sup>1</sup> / <sub>2</sub>	Cubicle	10	57	19 <sup>1</sup> / <sub>2</sub>	19 <sup>1</sup> / <sub>2</sub>	19 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Horizon	24	38	102	102	+1 <sup>1</sup> / <sub>2</sub>	Prof Cns
Acme Corp	0.49	12	3 <sup>1</sup> / <sub>2</sub>	3 <sup>1</sup> / <sub>2</sub>	-2 <sup>1</sup> / <sub>2</sub>	-2 <sup>1</sup> / <sub>2</sub>	Cubicle	0.36	43	5 <sup>1</sup> / <sub>2</sub>	5 <sup>1</sup> / <sub>2</sub>	5 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Horizon	0	6	75	4 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	RGBW Cpl
Acme Corp	0.65	87	6 <sup>1</sup> / <sub>2</sub>	7 <sup>1</sup> / <sub>2</sub>	-1 <sup>1</sup> / <sub>2</sub>	-1 <sup>1</sup> / <sub>2</sub>	Cubicle	0	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Horizon	6	3	4 <sup>1</sup> / <sub>2</sub>	4 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	RGBW Cpl
Acme Corp	48	68	68	68	68	68	Delimed	4	170	4 <sup>1</sup> / <sub>2</sub>	4 <sup>1</sup> / <sub>2</sub>	4 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	52	124	14 <sup>1</sup> / <sub>2</sub>	14 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	2	6	6	1 <sup>1</sup> / <sub>2</sub>	1 <sup>1</sup> / <sub>2</sub>	1 <sup>1</sup> / <sub>2</sub>	Delimed	56	5	1 <sup>1</sup> / <sub>2</sub>	1 <sup>1</sup> / <sub>2</sub>	1 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	1.92	11	2100	29 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	0.02	10	82	9 <sup>1</sup> / <sub>2</sub>	9 <sup>1</sup> / <sub>2</sub>	9 <sup>1</sup> / <sub>2</sub>	Delimed	58	5	1 <sup>1</sup> / <sub>2</sub>	1 <sup>1</sup> / <sub>2</sub>	1 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	23	1222	161 <sup>1</sup> / <sub>2</sub>	16 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	0.03	10	115	9 <sup>1</sup> / <sub>2</sub>	9 <sup>1</sup> / <sub>2</sub>	9 <sup>1</sup> / <sub>2</sub>	Delimed	0.46	14	105 <sup>1</sup> / <sub>2</sub>	105 <sup>1</sup> / <sub>2</sub>	105 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	0.44	6	32	32	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	0.88	42	570	11 <sup>1</sup> / <sub>2</sub>	11 <sup>1</sup> / <sub>2</sub>	11 <sup>1</sup> / <sub>2</sub>	Delimed	2	230	2	1 <sup>1</sup> / <sub>2</sub>	1 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	0.44	6	32	32	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	0.50	14	1667	21 <sup>1</sup> / <sub>2</sub>	21 <sup>1</sup> / <sub>2</sub>	21 <sup>1</sup> / <sub>2</sub>	Delimed	0	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	0.44	6	32	32	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	0.00	17	100	21 <sup>1</sup> / <sub>2</sub>	21 <sup>1</sup> / <sub>2</sub>	21 <sup>1</sup> / <sub>2</sub>	Delimed	0	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	0.15	85	20 <sup>1</sup> / <sub>2</sub>	Delimed	0	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp			
Acme Corp	0.45	28	85	20 <sup>1</sup> / <sub>2</sub>	20 <sup>1</sup> / <sub>2</sub>	20 <sup>1</sup> / <sub>2</sub>	Delimed	0	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	3	31	55	20 <sup>1</sup> / <sub>2</sub>	20 <sup>1</sup> / <sub>2</sub>	20 <sup>1</sup> / <sub>2</sub>	Delimed	0	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	32	32	11 <sup>1</sup> / <sub>2</sub>	11 <sup>1</sup> / <sub>2</sub>	11 <sup>1</sup> / <sub>2</sub>	Delimed	0	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp	
Acme Corp	0.23	22	33	11 <sup>1</sup> / <sub>2</sub>	11 <sup>1</sup> / <sub>2</sub>	11 <sup>1</sup> / <sub>2</sub>	Delimed	0	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	0.92	34	39	14 <sup>1</sup> / <sub>2</sub>	14 <sup>1</sup> / <sub>2</sub>	14 <sup>1</sup> / <sub>2</sub>	Delimed	0	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	105	0	0	0	0	0	Delimed	1.06	193	58 <sup>1</sup> / <sub>2</sub>	58 <sup>1</sup> / <sub>2</sub>	58 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	0	0	0	0	0	0	Delimed	0.65	11	685	22 <sup>1</sup> / <sub>2</sub>	52 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Jain Bell	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	S.W. Corp
Acme Corp	31	131	15 <sup>1</sup> / <sub>2</sub>	Glaxo Fda	1.20	14	35	50	51 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	13	585	55	55	+1 <sup>1</sup> / <sub>2</sub>	Unicorp			
Acme Corp	0	4	21	21	21	21	Glaxo Fda	10	353	5	5	5	+1 <sup>1</sup> / <sub>2</sub>	Net Print	29	102	21	13	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0.48	15	318	24 <sup>1</sup> / <sub>2</sub>	24 <sup>1</sup> / <sub>2</sub>	24 <sup>1</sup> / <sub>2</sub>	Glaxo Fda	0.40	588	25 <sup>1</sup> / <sub>2</sub>	25 <sup>1</sup> / <sub>2</sub>	25 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0.50	1108	21 <sup>1</sup> / <sub>2</sub>	21 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0.14	18	300	11 <sup>1</sup> / <sub>2</sub>	11 <sup>1</sup> / <sub>2</sub>	11 <sup>1</sup> / <sub>2</sub>	Glaxo Fda	0.28	18	4	14 <sup>1</sup> / <sub>2</sub>	14 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0.20	31	2	13	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	40	40	12	12	12	12	Glaxo Fda	0.36168	16	84	64	64	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	225	4	4	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	51	51	12	12	12	12	Glaxo Fda	0.36168	16	84	64	64	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	24	34	22	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.65	11	685	22 <sup>1</sup> / <sub>2</sub>	52 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	1.20	14	35	50	51 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	10	353	5	5	5	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.40	588	25 <sup>1</sup> / <sub>2</sub>	25 <sup>1</sup> / <sub>2</sub>	25 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.28	18	4	14 <sup>1</sup> / <sub>2</sub>	14 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.36168	16	84	64	64	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.65	11	685	22 <sup>1</sup> / <sub>2</sub>	52 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	1.20	14	35	50	51 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	10	353	5	5	5	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.40	588	25 <sup>1</sup> / <sub>2</sub>	25 <sup>1</sup> / <sub>2</sub>	25 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.28	18	4	14 <sup>1</sup> / <sub>2</sub>	14 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.36168	16	84	64	64	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.65	11	685	22 <sup>1</sup> / <sub>2</sub>	52 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	1.20	14	35	50	51 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	10	353	5	5	5	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.40	588	25 <sup>1</sup> / <sub>2</sub>	25 <sup>1</sup> / <sub>2</sub>	25 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.28	18	4	14 <sup>1</sup> / <sub>2</sub>	14 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.36168	16	84	64	64	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	0.65	11	685	22 <sup>1</sup> / <sub>2</sub>	52 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	1.20	14	35	50	51 <sup>1</sup> / <sub>2</sub>	+1 <sup>1</sup> / <sub>2</sub>	Net Print	0	0	0	0	+1 <sup>1</sup> / <sub>2</sub>	Unicorp
Acme Corp	0	0	0	0	0	0	Glaxo Fda	10	353	5	5	5								

## CZECHOSLOVAKIA

The FT proposes to publish this survey on November 7 1991. 54% of Chief Executives of Europe's largest companies read the FT. If you want to reach this important audience by advertising in this survey call

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#### FT SURVEYS

## FT SURVEYS

## **FT SURVEY**

Stock	PV	Stk	Div.	E	100s	High	Low	Last	Chg	Stock	Div.	E	100s	High	Low	Last	Chg	Stock	Div.	E	100s	High	Low	Last	Chg	Stock	Div.	E	100s	High	Low	Last	Chg													
Albion	0.40	21	932	312	304	90%	-4	-	-	Devon	0.20	8	48	18%	17.5	17%	-	-	Elkay S	21	271	81	64	64	-1	-	Score 2nd	1.20	20	102	27%	23	23	23												
ACC Corp	0.16	25	6	114	114	114	-1	-	-	Devon S	0.20	12	62	10%	83	83	-1	-	Seaford	1.20	8	12	27	27	23	23	23	23	23	23	23	23	23	23	23	23	23	23								
Aciven E	0.25	65	743	54	54	54	+1	-	-	Di Tech	0.06	7	120	77	93	93	-1	-	Sea Spray	0.00	8	71	54	54	-1	-	Sea Spray	1.00	12	54	34	34	34	34	34	34	34	34	34	34	34	34	34	34	34	34
Acteon	0.24	24	7	144	134	134	-1	-	-	Digi Int'l	0.96	7	128	25%	24	24	-1	-	SEI Corp	0.10	12	4	27	27	23	23	23	23	23	23	23	23	23	23	23	23	23	23								
Acton Cpl	0.50	30	18	152	152	152	-1	-	-	Digi Micro	0.29	22	532	24%	24	24	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26								
Adaptotech	17	2173	17	17	17	17	-1	-	-	Digi Sound	0.89	8	113	4%	83	83	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26								
ADC Tele	12	124	22	21	21	21	-1	-	-	Digi Sys	0.9	8	289	5%	83	83	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26								
Addition	231	60	95	9	9	9	-1	-	-	Dico Ym	0.40	52	121	11%	11	11	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adis Srv	0.16	25	3	23	23	23	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
ADT Air 1	0.32	47	7890	94	83	83	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	7	243	8	84	84	84	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	8	1579	11	84	84	84	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	15	546	7	62	62	62	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	12	124	22	21	21	21	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.20	14	425	26	26	26	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	1.80	30	3	18	18	18	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19	-1	-	SEI Corp	0.10	12	405	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26									
Adv. Adv	0.80	2	18	56	56	56	-1	-	-	DNA Plus	0.20	23	982	10%	19	19																														



Societe Generale closed up 8.4% with 16,400 shares on the eve of its first cash dividend.

AMSTERDAM fell to early gains of 1.6% to 56.7. Among blue-chip issues, Unilever rose 1.4% to 162.50.

ZURICH fell in trading following the stamp duty transaction.

London. The City rose 1.1% to 804.

News that Sels, a member from August 1989, had risen 0.2% on the day.

With expectations of a 10% rise in 1991, Oslo fell further to 7.53 or 1.5%.

Stock market in Oslo, 7.53 or 1.5%.

# DIESEL TECHNOLOGY

SECTION IV

Tuesday October 8 1991

**The big challenge for the industry is now technological. It must meet ever-tightening standards of exhaust emission while still continuing to manufacture engines that meet the consumers' needs on performance, endurance, fuel economy and cost. Andrew Baxter investigates**

## Balancing act for producers

THE diesel engine celebrates its centenary next year with a solid record of achievements behind it, but a formidable list of challenges ahead in the remainder of the 1990s.

After the industry restructuring of the 1980s – among independent engine customers and engine-producing vehicle manufacturers – overcapacity remains a pressing concern. But the supreme challenge for the industry is now technological – meeting ever-tightening exhaust emission standards while continuing to produce engines that are attractive to users on performance, endurance, fuel economy and cost.

"That is what is driving the industry," says Mr Henry Schacht, chairman and chief executive of Cummins Engine, the world's largest independent producer. It is a tough balancing act even for the largest of the 40 or so worldwide engine manufacturers.

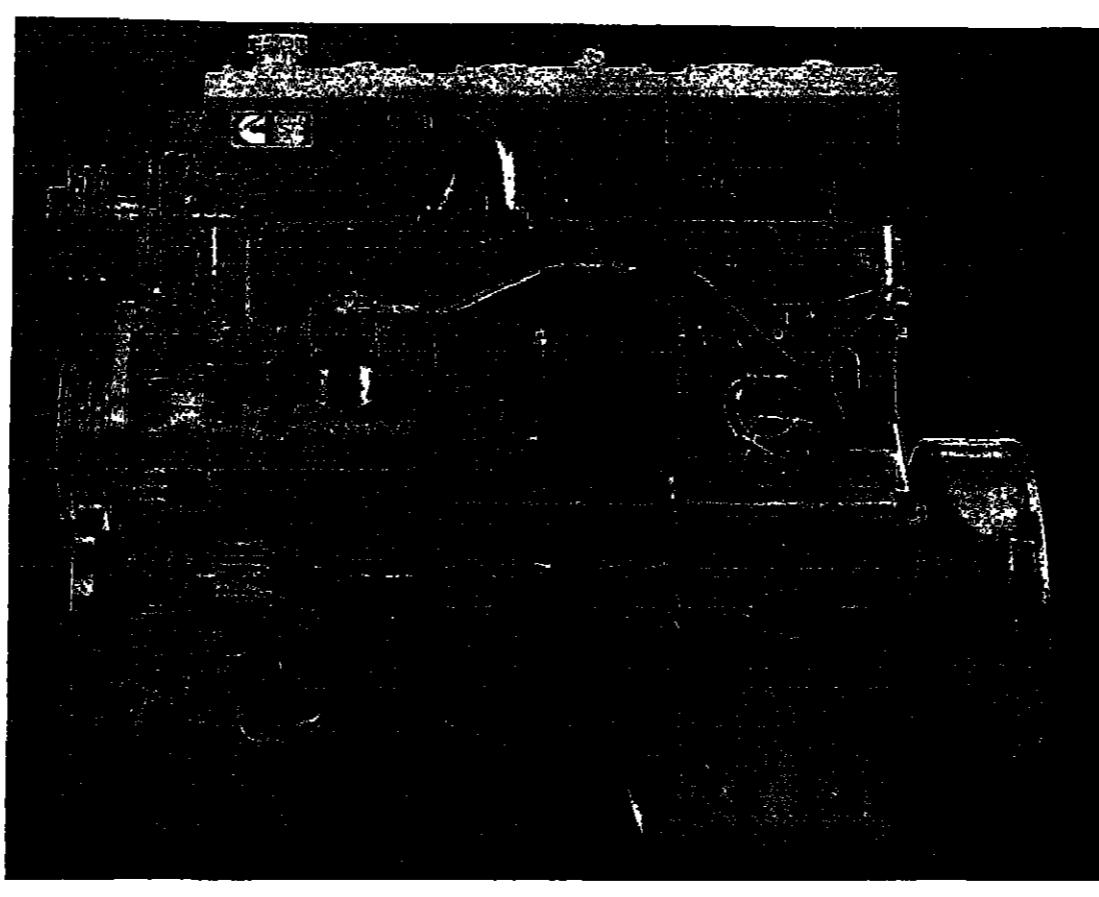
The task is exacerbated by the current recession – virtually worldwide and across all sectors from automotive and construction equipment to marine and industrial uses – and by an image problem which the industry has yet to resolve. Despite a modern diesel's inherent cleanliness, there are still too many older, poorly-maintained engines chugging along belching black smoke and permeating the perception in the public mind that diesels are noisy and dirty. "They give all of us a bloody nose," says Mr Schacht.

These perceptions are important. It is difficult enough for producers to negotiate the ever-changing shoals of emission regulations without being handicapped by an image that ignores some of the real advances made over the past 15 years in producing cleaner diesel engines. Most engine producers accept they have to put the "green" message over more effectively.

The "total sales pitch" for diesel – combining environmental arguments with the fuel economy case – is particularly important in the sectors where alternative fuels are more commonly used. The passenger car market is the most obvious example and contrasts with sectors such as construction equipment where diesel rules the roost.

Perkins, the UK-based engine producer owned by Vartis, puts the case simply: "The advantages over petrol – that is, no lead, low carbon monoxide, hydrocarbons and NOx (nitrogen oxides) and, most of all, better economy with resultant reductions in carbon dioxide – are making the diesel increasingly more attractive."

Depending on the type of fuel injection system, and the type of journey, diesel engines can be 30 per cent more fuel efficient than petrol engines, although Perkins' Prima car engine claims a 40 per cent advantage. But extra fuel efficiency, stemming partly from a direct fuel injection system, means more noise, and there are other trade-offs which pro-



A Cummins 14-litre diesel engine with the latest Celect electronic fuel system

ducers have to tackle. Reducing NOx levels can increase the output of particulates, or soot, which not only block filters and reduce performance but have also raised worries in the industry about a possible carcinogenic link.

Emissions regulations may be driving the industry's technological efforts, but there is no single destination or timetable. The US has

attempted to set the pace on legislation which hitherto has focused on the on-highway uses of diesel, and since 1988 Europe has followed with a series of initiatives enacted or planned.

From July 1 1992 and October 1 1993 respectively, new and established truck models in production will come within tougher limits amending the EC's 1988 directive.

That had focused on carbon monoxide, hydrocarbons and NOx, and the next stage will include particulates for the first time. Another, even tighter round, will follow in 1995/96.

Now the battle ground is moving off the highway and applications such as construction equipment look

set to be brought within the emissions net by the mid-1990s, probably in both the US and Europe. The construction equipment market has hitherto restricted its environmental concerns to noise problems and engine producers such as Deutz of Germany are responding by moving away from air-cooled to liquid-cooled diesels. This, neatly, cuts noise and also anticipates future exhaust emission legislation.

There is also a feeling, expressed without too much confidence because of traditionally incompatible testing procedures, that EC and US regulations are converging. That, at least, might simplify matters for global producers, although the significance is unlikely to be felt until the late 1990s.

For the big producers, the preferred technological approach in the battle for ever cleaner engines is, as Perkins says, "to deal with emissions at source – at the point of combustion and controlling what goes on inside the cylinder." Add-ons after combustion, notably "particulate traps" to catch the emitted soot,

have yet to become commercial reality.

Inevitably, therefore, the introduction of electronic fuel injection, allowing much more precise control of the sequence – and consequence – of events at combustion, is an enormously important development for the diesel industry.

Bosch, a pioneer in the older mechanical injection system, claims a further first with the introduction in 1987 of an electronically-controlled diesel injection system for cars and commercial vehicles.

But there are other big players in a promising but very competitive market, including Lucas of the UK and Diesel Kiki of Japan.

One of the attractions is that use of electronic fuel injection is likely to spread steadily from automotive to other applications – such as construction equipment and marine – through the 1990s as emissions regulations increase its relevance.

In the marine market, the possibility to advance to electronic fuel injection on large engines is now a reality, says Dr Harvey Perkins, managing director of GEC Alsthom,

which has developed a system for diesels.

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## DIESEL TECHNOLOGY 2

Dr Cecil French examines the latest trends in technical development



Britain's 700,000 diesel trucks, buses, and taxis were blamed for polluting the skies

John Dunn looks at environmental aspects

## Is this the 'green' engine of the future?

THOMAS the Tank Engine doesn't like diesels. "Nasty, smelly things," he complains loudly. Today, 45 years after the Rev W. Awdry published his first tale about a tribe of rather spoilt and spiteful steam engines presided over by The Fat Controller, the diesel is still despised.

Last month, a 120-page report from the Royal Commission on Environmental Pollution heaped on the opprobrium when it blamed the 700,000 diesel trucks, buses, and taxis on Britain's roads for seriously polluting the skies. The diesel was responsible for a fifth of all acid-rain gases emitted in the UK in the form of nitrous oxides (NOx), and for a third of all the black smoke in the air, it said.

The report added that diesel exhaust fumes were being linked with cancer. The tiny, sooty particles could carry potential carcinogens into the lungs, it said.

So, as the hundredth anniversary of Rudolf Diesel's invention approaches next year, are Thomas the Tank Engine and his chums right to nickname it the "disease"?

Europe's car and truck makers definitely say no. And they are going to great lengths to persuade us that despite the current fog and fume of the estimated 100m diesel engines in use around the world, the diesel really is the "green" engine of the future. It is better for us and for our environment than its petrol driven cousin, they say.

PSA - which takes in Citroen and Peugeot to make it the biggest diesel engine maker in the world - claims, for example, that a modern diesel engine produces a third less carbon dioxide, 90 per cent less carbon monoxide, 90 per cent less unburned hydrocarbons and 60 per cent less NOx than an unleaded petrol engine fitted with a catalyst.

In the UK, Lucas, which makes diesel fuel injection equipment, says diesels have a better emission performance overall than petrol engines.

Continuing improvements in performance have now put diesels on a par with petrol engines, Lucas claims. This performance increase, coupled with their greater fuel economy - and much reduced emissions of carbon dioxide, the "Greenhouse" gas, makes diesels the best option for the 1990s, Lucas says.

Yet serious doubts remain about the supposed "greenness" of the diesel. "The diesel is not the panacea for reducing vehicle emissions," warns Prof Garel Rhys, director of the cen-

tre for motor industry research at Cardiff University. "With the advent of unleaded petrol and the catalytic converter for petrol engines, there is now a very fine calculation to be made between the environmental benefits of diesel and petrol."

The diesel engine has two big environmental advantages over the petrol engine. It is up to 30 per cent more fuel efficient on stop-start journeys around cities, enabling it to produce 30 per cent less carbon dioxide. Diesel fuel is also cheaper to make and requires less sophisticated refining technology, so making it universally available.

For heavy trucks, vans, marine engines, construction machinery, generators and all sorts of off-road applications, there is no alternative to the fuel line.

To get rid of nitrous oxides, an engine - petrol or diesel - has to run slightly rich, leaving a little fuel unburned, otherwise the catalytic converter won't work

diesel, says Prof Rhys. "Urban buses would simply cease to exist without the diesel."

But the diesel also faces two big environmental hurdles: how to get rid of the soot (particulates) and the NOx.

On a petrol engine, the latest three-way catalytic converters remove virtually all the pollutants in the exhaust, except carbon dioxide. No such panacea exists for the diesel.

The reason is that to get rid of NOx an engine - petrol or diesel - has to run slightly rich, leaving a little fuel unburned, otherwise the catalytic converter won't work. "If you tried to run diesels with a rich mixture, the soot levels would turn the streets into the oilfields of Kuwait," says Prof Douglas Greenhalgh at the Cranfield Institute of Technology.

Catalytic converters also do not eradicate as many of the hydrocarbons in diesel exhaust as they do in a petrol engine. Indeed, there's evidence that they may even turn some of them into even more toxic compounds.

Nevertheless, systems for removing diesel engine NOx are being developed. But, according to automotive engineering consultancy Ricardo, in an appendix to the Royal Commission report, the health implications of these systems are not known.

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## Growing emphasis on emissions

THE very wide use of diesel engines for transport, industrial and generating applications has resulted from their ability to deliver very good fuel economy coupled with excellent reliability, low maintenance costs and long life.

Ever since the first diesel engine was produced in 1892, and in particular over the past 40 years, very large increases in engine output in terms of power per unit weight and power per unit volume have been obtained while at the same time further improvements in fuel economy and the other operating advantages have been achieved.

With growing emphasis on carbon dioxide emissions and on the "Greenhouse" effect and with likely increases in the cost of petroleum fuels, the importance of fuel economy is likely to be emphasised in the future.

At the same time, engine designers must cope with the growth of other environmental legislation, leading to a need to reduce engine noise and to achieve very low levels of exhaust gas pollutants.

As far as the diesel engine is concerned, this means very low levels of oxides of nitrogen and of particulates

cated design tools and techniques has been emphasised and this has fortunately been made possible by the availability of increasingly more powerful computers. The development of design technology programs for these computers is, however, another priority area.

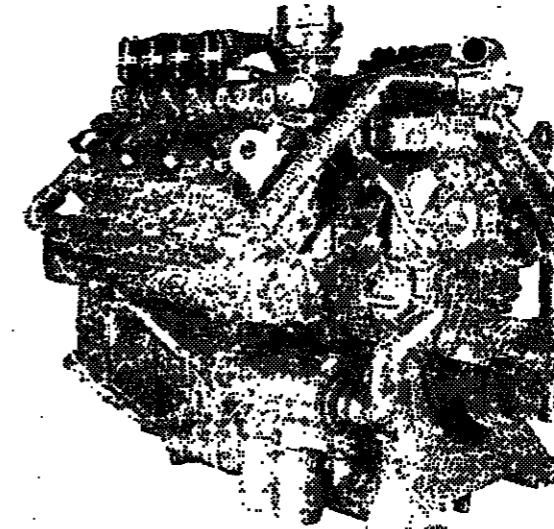
Despite the downturn in the industry, research and development levels would appear to have been maintained. There is every sign, however, that rationalisation of the industry will continue with technology research and development being carried out at fewer centres but continuing to include independent organisations such as Ricardo, the UK engine design consultancy.

Fuel economy improvements have largely been obtained by minimising the internal losses within the engine by, for example, the use of lower viscosity lubricants; reduced piston skirt areas; fewer piston rings; reduced bearing areas; minimising the capacities of lubricant and of coolant pumps and by increasing peak cylinder pressures.

Some years ago, initially in the US, with follow-up work in Japan, Germany, the UK and other countries, claims were made that substantial improvements could be made to the ideal thermodynamic cycle by the use of engineering ceramics to insulate the combustion chamber and hence to reduce the heat losses. This claim has so far not been substantiated.

It is certainly possible to reduce the heat loss to the coolant in this way but the majority of such heat reduction goes to increasing the energy of the exhaust rather than being converted into available work. While a small part of the heat should go to giving increased engine power, and hence improved fuel economy, this gain can easily be offset by a worsening of combustion due to changes in the fuel/air mixing process. A second order improvement in fuel economy can moreover be obtained since the size of the cooling fan can be reduced.

In order to obtain improvements in fuel economy arising



Large natural gas reserves mean more extensive use as a fuel is likely: Perkins 3008-SI spark ignition engine

from the use of this so-called Adiabatic Engine it is necessary to employ a secondary power recovery device to obtain shaft power from the increased exhaust energy. Ideas which have been studied include the use of a turbine and expander geared into the crankshaft and the use of a Rankine Cycle (steam or organic fluid vapour) device. While prototypes have been built, no production engines employ a reduced heat losses are yet in production.

The majority of diesel technology research and development today is therefore concentrated in the following areas: maintaining and improving fuel economy; reducing exhaust emissions to below present and future legislative limits; and reducing engine noise. And at the same time, maintaining and improving on the operating advantages of good reliability, low maintenance costs and long life.

Furthermore, the industry worldwide has become much more competitive, there is substantial overcapacity and many markets such as marine and agricultural machinery have been depressed for several years. Costs must therefore be held down while at the same time new engine models must be developed to a very high standard prior to release on to the market.

The need to develop greatly improved and more sophisticated

particulate traps, a device designed physically to capture the soot. But traps need regular cleaning. Currently, this means they must be heated periodically, usually while the vehicle is moving, to burn off the soot.

The higher the engine temperature, the more NOx is produced.

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## THE INDUSTRIAL MARKET

## Recession has taken its toll

The term "industrial" is used to describe those machine types not covered by the automotive, agricultural, construction or marine sectors.

It groups together a wide variety of equipment including material handling (forklift trucks and cargo handlers), portable compressors, refrigeration units (reefers), generating sets, industrial tractors, pumps, welders, aircraft tow tractors, sweepers and locomotives.

Most have been hit by the current recession as they are among the first elements of capital expenditure to be deferred as activity slows. For example, forklift truck demand in Europe is down some 25 per cent this year, despite the continuing buoyancy in Germany.

The grouping is of great significance, accounting for more than a million diesel units a year — more than 10 per cent of the total demand, and just over 25 per cent of the non-automotive markets where most engine manufacturers operate. However, virtually all derive their core business primarily from the other sectors.

The only big exception to this is KHD of Germany with more than 50 per cent of its volume in the industrial sector, largely reflecting its strength in the compressor field. The secondary position of industrial demand means that the products supplied are generally tailored versions of engines for other uses, rather than original designs.

A dominant current concern is the demand to reduce noise and exhaust emissions which is coming from both original equipment manufacturers (OEMs) and machine users. They are pushing the engine manufacturers for "compliance" well before legislation is in place for off-highway uses.

This will be easiest for those companies such as Cummins and Perkins with a base in the automotive market and for those such as Yanmar which produce their own fuel injection equipment.

Portable compressors account for more than 50,000 diesel sales a year, with some 30,000 used in Europe. North American uptake is much lower because petrol power still dominates.

The emphasis is on simple, compact, lightweight, two-wheeled machines which can be towed behind a car or van.

The dominant engine supplier for smaller equipment has been KHD with its air-cooled ranges. More recently, its new 1011 air-cooled range has been taken up by leading manufacturers such as Ingersoll Rand and Atlas Copco, particularly because its power and compactness allows them to produce a smaller compressor with the same air output.

Mr Keith Sutton, KHD's general manager for Europe, Africa and the Middle East, believes that developments of water-cooled units such as side and sealed cooling systems will overcome the past problems of designing water-cooled engines into small compressors and will cope with the poor maintenance standards so often found in the plant hire sector.

The first sign of this change was KHD's introduction of the liquid-cooled 1011 range. By the mid-1990s, he predicts that water-cooled units will have made significant inroads.

The materials handling sector is dominated by forklift trucks (FLTs). In purpose-designed warehouses, the special Very Narrow Aisle machines are all electric powered. How-

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**EUROMOTOR**

Michael Haigh

The author works for PRS Consulting International

## DIESEL TECHNOLOGY 3

Diesels have a number of intrinsic advantages over petrol engines, writes John Griffiths

## Enhanced prospects for larger sales

ON occasions during the past year or so a large, red, rather old fashioned-looking Crown limousine has been observable pounding at 100-plus mph around the high-speed banking of Toyota's Higashi-Fuji test track on the lower slopes of Mount Fuji.

What lies beneath its bonnet is old-fashioned neither in looks nor concept. It is a prototype V8 diesel engine with a difference, being both a two-stroke and supercharged.

The advent of relatively high speed production car diesels from manufacturers such as Peugeot and Volkswagen since the late 1970s has already gone some way towards burying, in the minds of ordinary motorists, the notion that diesels are necessarily slow, noisy and smoky in relation to their petrol counterparts.

Toyota is not rushing the engine into commercial production as a function of its inability, as yet, to coax exhaust emissions down to compliance with the tighter pollution controls being introduced in the US and elsewhere from 1994 onwards.

Toyota is confident, however, that the problem will be overcome. The S-2 diesel produces about the same amount of hydrocarbons, carbon monoxide and particulates as a conventional diesel, but only about one third the oxides of nitrogen which are linked with acid rain.

In the confidence of Toyota and other manufacturers proves justified, the prospects of diesel engines taking a larger share of car powertrains with considerable enthusiasm. Although the Toyota unit uses valves much like a four-stroke for its exceptionally high performance, other two-stroke units use piston movement to cover and uncover inlet and exhaust ports.

As a big new study of world

trends in car power train development by the Economist Intelligence Unit (EIU) emphasises, diesels have a number of intrinsic advantages over petrol engines.

Their higher compression ratios generate more heat in the mixture before combustion and convert more heat into useful work during it. Only the relative slowness of the diesel combustion process makes its actual power output inferior to a petrol unit.

Diesel fuel also contains about 15 per cent more energy by volume than petrol.

Not least, because diesels always run with wide open

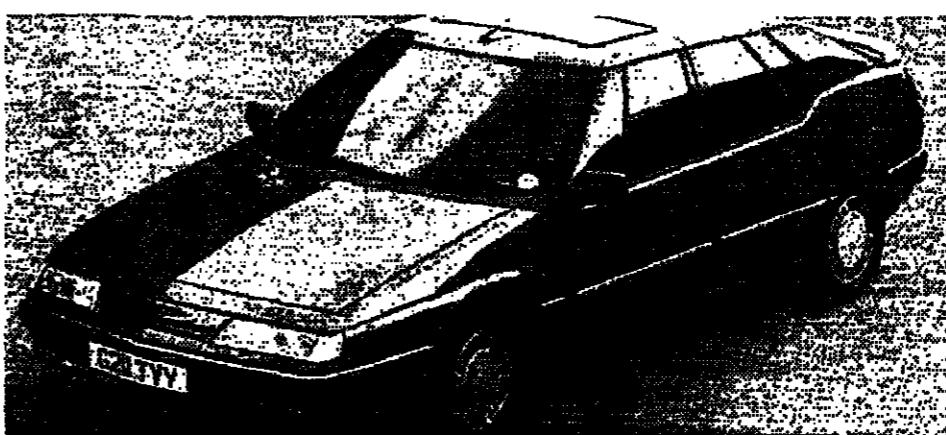
intakes — power is controlled by the amount of fuel injected. They operate with an excess of air so that exhaust emissions are, if anything, marginally "cleaner" than a petrol engine fitted with a catalytic converter.

In the past few years, some manufacturers, such as Peugeot with its Prima diesel fitted to Rover Group's Maestro and Montego models, have sought to popularise direct injection (DI) car diesels in place of more conventional indirect designs.

There is good reason for doing so, notably that fuel consumption typically is at least 15 per cent less than that of its indirectly-injected counterpart. That DI diesels have not already taken over from DI units in cars — they are the conventional power unit for trunks — is a function of the difficulty of making them operate acceptably quietly.

However, much development still remains to take place in the industry, through features such as electronic management systems for injectors and pumps and the reduced noise, exhaust emissions and the further increased power which should result.

*World Powertrains for Passenger Cars. Economic Intelligence Unit Special Report No 2094, by Geoffrey P. Howard. Available from The Economic Intelligence Unit, 50 Duke St, London W1A 1DW.*



This Citroen XM has a 2.1-litre diesel engine with a multi-valve aluminium cylinder head



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## DIESEL TECHNOLOGY 4

Andrew Baxter on design and development consultancies

## Unsung heroes of the industry

AMONG the plethora of players in the world diesel engine industry, the independent design and development consultancies are undoubtedly the unsung heroes in the steady march of technological progress this century.

Many of the industry's firsts can be claimed by the small design houses which survive on work that big engine producers - and users - send their way. But due to the confidential nature of the relationships with their clients, they tend to crow about their achievements rather less audibly than the industry's big names.

Worldwide, there are dozens of companies in the field, but only a handful that can claim to view the entire world as their market. Many of the smaller companies, too, do not have the resources to offer a service that ranges from design and prototype building through to product development and advice on manufacturing.

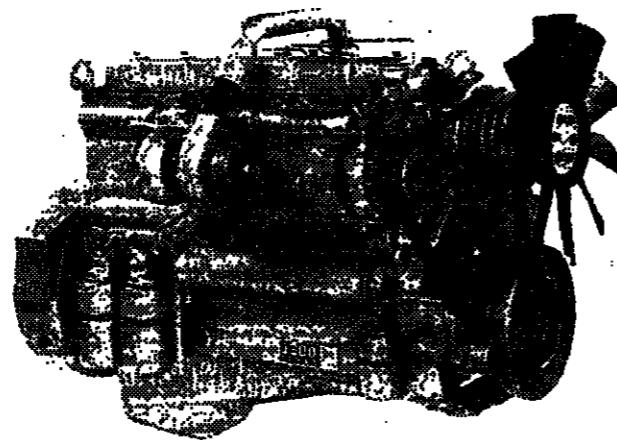
The big names in an industry of small fish are AVL of Graz, Ricardo Consulting Engineers of the UK, and the Southwest Research Institute in Texas. But there are also consultancies such as the UK's Perkins Technology, owned by the big engine producer but insulated from its parent to enable it to offer other producers a service.

Like so much in the diesel industry, the automotive industry spurred the initial growth of the consultancies and as early as the 1930s Fiat was finding it convenient to farm out some of its design and development work, and not only for engines.

Gradually the consultancies have built up their own reservoir of expertise from the wide variety of contracts received, with the scope ranging from a very specific problem-solving exercise on a fuel injection system to the design of an entire engine.

The arrangement frees the big engine producers from having to invest in the facilities required to remain technologically competitive in all details of engine design. It also, of course, gives them much greater flexibility in times of reduced demand - cutting on contracts with consultancies is a lot quicker than retrenching internally.

That is what, inevitably, is occurring in the current recession, and consul-



Consultants such as Perkins Technology offer other producers a service.

Above: One of the new Perkins 1306 Series engines - the 1306-76T

tants are finding it much harder to win larger contracts, or seeing contracts stretched out by clients wishing to conserve funds. The consultants are also having to adjust to longer-term structural change in the relationship with big western clients, who are reducing the number of outside design houses with which they deal, in the interests of efficiency. Clients' own research and development divisions are also fighting harder to keep the work in-house.

The response has been the beginning of a trend towards concentration in the engineering consultancy business, of which diesel engine design is but a small part. As yet, this has not gone very far, but it could accelerate if the smaller houses find the current recession too hard going.

There is, in any case, another argument for critical mass in the sector: the high cost of computer technology to provide computer-aided design and engineering services that clients consider vital in the battle to reduce product development lead-times. The days of the designer and his drawing table are drawing steadily to a close.

The UK has been leading the field in the trend towards concentration or co-operation. Last month, Perkins Technology and Tickford signed a joint mar-

keting agreement giving customers access to Perkins' skills on compression engines and Tickford's on spark ignition - a marriage of diesel and petrol.

"Together we represent a major world force in all aspects of engine design, development, testing and production," says Mr John Thurston, Tickford chairman and chief executive.

Recent developments at Ricardo, which can boast one of the widest spreads of expertise in the industry, also illustrate some of the wider trends. Founded in 1915 by Sir Harry Ricardo, whose writings were long used as standard texts on the workings of the internal combustion engine, the former Ricardo Group is now part of Ricardo International. This, in turn, was formed last year following a merger with SAC International, creating the UK's largest publicly quoted engineering design and development group. The rationale for the merger was to gain exposure to a broad range of businesses with different economic cycles.

But even within the old Ricardo, the company has been spreading its wings over the past four years, expanding in North America to deal more effectively with the big US market, and integrated engine design more closely with transmissions and the rest of the vehicle.

Ricardo's achievements go back a long way. In 1934, it designed the first passenger car diesel engine incorporating the then new Ricardo Comet combustion system, and recently designed a lightweight turbocharged direct injection diesel engine as part of Volvo's advanced LCP experimental car.

Less obvious achievements, however, include emission analysis techniques developed by Ricardo chemical laboratories which are now used worldwide. This technological background is particularly important given the current emphasis on emissions reduction.

But emissions reduction work is only one of a number of services including prototype manufacture and noise control, and the whole gamut of computer-aided engineering from 3D finite element analysis to simulation. The company has invested heavily in computerisation since 1981, including producing its own highly specialised software.

By serving clients in a wide range of sectors which use diesel engines, Ricardo aims to keep its eye on changing requirements and broad cross-sectoral trends. Profits from its contract work and - to a lesser extent - continuing technical support for clients help fund Ricardo's own research aimed at anticipating the industry's demands.

Ricardo designs more new diesel engines than any of its clients, so has greater incentive to develop the sophisticated tools needed to reduce product lead-times - or at least to maintain them as the engines themselves become more complex. This is especially important for diesel engine users and producers in technology-hungry developing countries.

It cannot, however, escape some of the woes currently besetting the diesel engine industry at large. With some engine producers cutting back on new product development, Ricardo is having to fight much harder for work, and there are fewer juicy long-term contracts. A broad geographical presence, too, is not always an advantage - in March, Ricardo International suspended a four-year £15m contract with the Soviet Union which had included the design of a new diesel engine for agricultural use. The client had run out of foreign currency.



Cummins: a wrenching restructuring in the mid-1980s with a revamped cost structure, retooled factories and prices slashed to maintain market share against Japanese competition

## ■ PROFILE: Cummins Engine

## Expansion and stability after a bumpy ride

THE past few years have been

a bumpy ride for Cummins Engine, the world's largest independent diesel engine producer, with slashed dividends, re-titling in the accounts and takeover speculation tending to dominate investor perceptions.

Hard-nosed Wall Street types have little time for arcane technical discussions about turbocharge, fuel injection and "particulate traps," but there is an undeniable link between Cummins' commitment to technological leadership and the corporate events from the mid-1980s onwards.

Mr Henry Schacht, chairman and chief executive, took the company through a wrenching restructuring in the mid-1980s, revamping its cost structure, retooled factories and slashed prices to maintain market share against Japanese competition.

But an integral part of the shake-up - and perhaps a less noticed feature outside the engine industry - was a conscious move by Cummins to broaden its product range, expanding downwards from its 14-litre engine to lighter 10-litre, 8-litre, 6-litre and 4-litre models.

The company was also spreading its wings geographically, and both thrusts, says Mr Schacht, were designed to give Cummins a flow of dollars strong enough to support the spending on research and development that it knew would be necessary to remain competitive in an era of fast-increasing worldwide concern about emissions.

Unfortunately for Cummins, the restructuring was completed just in time for the start of a worldwide recession that began halfway through 1988, and from 1989 the company was diverted from its main task by the takeover speculation, seeing off Hanson and then Sir Ron Brierley.

In July last year, after winning many plaudits for its long-term outlook on product development, Cummins finally tied up a deal which many critics say should have happened years earlier in some form. Ford, Texaco and Kubota agreed to take a combined 27 per cent stake in Cummins for \$250m.

Apart from bringing stability at last to the share register, the

deal gave Cummins an important new customer for its medium-duty engines - Ford switched to buying from the Indiana company rather than making its own in Brazil.

But the recapitalisation also

allowed Cummins to maintain its R&D spending at \$180m-a-year, and Mr Schacht is determined to maintain this level throughout the recession - for which, he says with disarmingly frankness, there is no sign of an end in sight in all but a few of Cummins many product sectors, geographical markets or horsepower range

itself rather than tacking on hang-on devices that clean up the by-products of combustion. This is why Cummins, along with its rivals, is putting so much R&D effort into the move from mechanical to electronic fuel injection systems.

The Indiana company, though, has a head start through its long experience of fuel injection and deeper involvement than almost all its competitors. Along with Detroit Diesel, Cummins is the only engine producer to make its own fuel injection system for heavy-duty lines, the unit injectors whose history goes back to 1932.

Cummins' patented PT fuel system, introduced in 1952, has now evolved into an electronically-controlled version, and its latest initiative is the Select injection system for truck and bus diesels, for which Cummins claims metering (fuel quantity injected per stroke) and injection timing are regulated more precisely and reliably than ever before.

Cummins is now working on the next generation of electronic fuel injection, and is also very interested in the latest developments at Bosch, the German components group from which it buys fuel injection engines for smaller engines.

Mr Schacht believes Cummins' ability to make its own electronics helps differentiate the company in increasingly competitive markets. But the company is also continuing to build on its pioneering initiatives in other aspects of engine design, such as turbocharged engines.

Cummins' latest 14-litre Command truck engine has increased fuel injection pressure and new Holset turbochargers to increase performance and durability, but also features reductions in nitrogen oxide and particulate emissions of 17 and 60 per cent respectively, compared with the previous model.

"For us by far the largest heavy-duty producer in the world, and doing the research ourselves, we like to think we are the generators of many of the new ideas that go through the industry," says Mr Schacht. "We should be for the money we spend..."

Andrew Baxter

## ■ PROFILE: MAN

## Profits rise after reconstruction

MAN, the German engineering group, has had a good run in the past few years. After a painful period of reconstruction which followed the loss-making period of the early 1980s, its profits have jumped by more than 20 per cent in each of the past four years.

Diesels are only one of the products of MAN, whose activities cover trucks and buses, printing machinery, steel-making equipment and industrial plant, as well as steel trading.

But the company has a long association with the history of the diesel, which now plays an important role in two of its main divisions.

In the 1890s, it worked with inventor Rudolf Diesel on the first practical applications of the engine. This was in Augsburg, where MAN today has a widespread operation which includes trucks and diesels.

The MAN concern, which has its corporate headquarters in Munich - it moved down from Oberhausen in the Ruhr as part of its extensive reorganisation - manufactures diesels both as part of its truck and bus operation (MAN Nutzfahrzeuge) and for the marine industry (MAN B&W).

Under Mr Klaus Götte, the group's chief executive, the group has completely overhauled its activities to improve efficiency and cut costs, as well as investing heavily in new equipment and products.

Today, both of MAN's diesel operations are doing well. On the marine side, where units can exceed 70,000 horsepower, MAN B&W is profiting from improved business; it also makes engines for land use, such as energy generation, as well as exhaust gas turbines and power turbines for large-bore diesels.

In the group's financial year to June 31, 1990, turnover was 31 per cent higher at DM1.2bn, with the new order inflow growing at the same rate to DM1.6bn. Net profits totalled DM800,000 in 1988-89 and a loss

of DM17m the year before. In the financial year just ended, for which full figures are not yet available, its performance improved further.

Altogether, MAN B&W employs around 5,500 people in Germany and Denmark. It also works with about 40 licensees, including big Asian manufacturers such as Japan's Mitsubishi Heavy Industries (MHI) and South Korea's Hyundai.

MAN acquired Burmeister and Wain (B&W), the Danish marine diesel manufacturer, when it fell into difficulties in the 1980s as the whole maritime sector was struggling.

With MTU (also part of Daimler-Benz) MAN also has a joint controlling stake in SEMT Pielstick, the French diesel company.

MAN B&W's share of the slow-speed marine diesel market - accounting for most of the marine market - is now more than 50 per cent. Its massive diesel-electric engines power the QE2 cruise ship.

On the truck side, MAN's diesel engines are an important element in the success of this highly profitable division.

MAN Nutzfahrzeuge's turnover rose by 12 per cent in 1988-90 to DM5.5bn (29 per cent of the group total) and new orders by 4 per cent to DM2.9bn; net profits were 52 per cent higher at DM147m.

Again, business was even better in the past financial

year, with turnover at around DM7bn, including the newly acquired Steyr trucks of Austria. With the opening up of east Germany, MAN experienced a further rise in commercial vehicle sales.

As customers have become more demanding, MAN has introduced more efficient engines, which also make less noise and do less harm to the environment. In the past 10 or so years, fuel use has been reduced by more than 30 per cent.

The truck division has also been working on the use of alternative fuels. At the start of this year, it brought out its first engine to use compressed natural gas (CNG), carried in cylinders.

MAN says it is the first truckmaker to use this form of fuel, which produces little noise or exhaust and has hardly any smell.

Andrew Fisher

## ■ PROFILE: Detroit Diesel Corporation

## First company across the finishing line

DETROIT Diesel Corporation, which made the key technological breakthrough of electric starters for diesel engines in the 1950s, is positioning itself to become one of the leaders of the heavy-duty engine industry in the 1990s.

Last month, DDC was the first company across the finishing line in the race to develop an alternate-fueled heavy-duty engine that will meet stringent new US emission standards. The new DDC engine uses methanol and won certification from both the federal Environmental Protection Agency and the even stricter California Air Resources Board.

Mr Roger Penske, the former Indianapolis 500 race car driver who is chairman of DDC, has thus shown he has as good a feel for corporate competition as he does for the track. Mr Penske has been in the driving seat at DDC since January 1988. His Penske Transportation Inc bought 80 per cent of DDC from General Motors, which retains a 20 per cent stake. It is a privately owned company.

GM had allowed the com-

pany to languish to such a degree that its market share of heavy truck engine sales had plummeted to just 3.2 per cent. Now, after a 20 per cent cut in the company by Mr Penske, the market share is running at about 25 per cent. Total sales are estimated at \$1bn this year, up 20 per cent from 1988's \$800,000 in 1988-89 and a loss

of \$3.5m in 1988-89.

This is a remarkable about-face in a market shrunk by de-regulation of the trucking industry.

In the first six months of this year, sales of DDC's Series 60 engine, which has led the company's comeback, was developed while DDC was still a division of GM. The engine improved fuel economy, reliability and durability over its rivals. But it took Mr Penske's widely acclaimed skills of salesmanship and his firm grip on management to win back market share.

Perhaps because of his own experience as a driver and his current interest as a race team owner - his driver won the Indy 500 this year - Mr Penske has put enormous emphasis on teamwork at DDC. He has vastly improved management

union relations by directly communicating with his United Auto Workers union employees.

Mr Penske has also initiated friendly meetings on the plant floor or impromptu visits with workers on the line accompanied by other managers.

Mr Penske has also infused his staff with the spirit of marketing. By Mr Merton in engineering feels that he spends some 30 per cent or more of his time "selling" improved work conditions.

He also cleared away some of the corporate bureaucracy, sacking some 25 per cent of the last three years and by improved work conditions.

At the same time, he turned his attention to customers, visiting them, identifying out their complaints, and offering free demonstration vehicles for up to a year.

This year, for example, DDC will not substantially alter the

Series 60 engine, but it will make a series of changes in response to customer suggestions, such as a weight reduction of 40lb and relocation of the water pump to give less installed length.

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David Andrews takes a look at the role of diesel engines in power generation

## Cheapness, high efficiency and low maintenance costs

TRADITIONALLY, diesel power has been the prime mover for stand-by generator packages up to several megawatts, and base load generation for demands of several tens of megawatts.

The reasons for this have been the relative cheapness of the prime mover, its high efficiency, (compared to gas turbine and steam plant) and low maintenance costs, coupled with the relative portability, storability and the safety of the fuel compared to, for example, gas or petrol.

For stand-by and emergency generators for use in buildings, high-speed engines are widely available from various manufacturers such as Cummins, Dorman, Deutz, Caterpillar, Perkins, up to about 2MW, with speeds of about 1,500 rpm.

These offer the lowest installed costs of any widely available prime mover (petrol being the only exception) - typically £150 per kW, modularity, lightness, compactness, and availability as complete standard packages.

Fuels are invariably high quality distillate. The overwhelming advantage of this type of engine for stand-by compared to say a gas turbine, apart from higher efficiency, (55 per cent versus 20 per cent) is the start-up time.

A good high speed engine would be able to start first crank, 999 times out of 1,000, and start accepting load within 10 seconds, delivering full load within 30 seconds - gas turbines (beloved of consultants and academics), assuming that they start first time, can take up to two minutes to begin accepting load, with several minutes' delay between each start attempt, should the turbine stall.

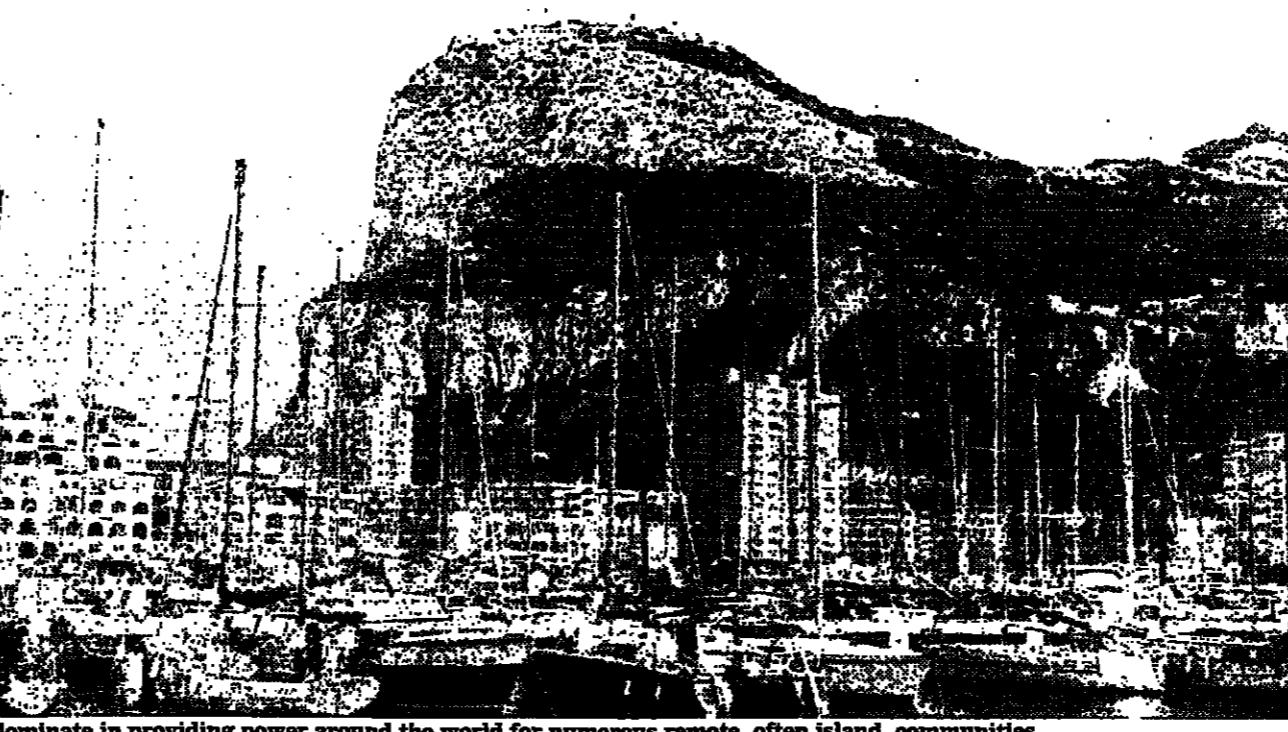
Diesel engines share with gas turbines very good load acceptance and response to fluctuating loads - a good generator package would recover from 100 per cent block load on a hot engine within two seconds. Gas engines, on the other hand, have much poorer frequency response.

Gas engines have the further disadvantage of being heavier and more expensive, and have longer start-up times to full load.

Up to about 10MW, the choice and controversy is between low and medium speeds. Again we find consultants and many users adopting conservative attitudes, with medium-speed manufacturers claiming the advantages of cost and reliability and compactness.

Surveys conducted by the Institute of Diesel And Gas Turbine Engineers indicate that the failure rate for low-speed engines (500-750 rpm) is around one every 2,000 hours, whereas medium-speed manufacturers claim mean time to failure of 10,000-15,000 hours.

But the slow-speed engines seem to take more market share. These larger engines predominate in providing



Gibraltar: larger engines predominate in providing power around the world for numerous remote, often island, communities

duties, but this betrays lamentable ignorance.

Cummins, Detroit Diesel, Waukesha, Caterpillar, have been used around the world for base load generation for small communities with high dependency for more than 30 years.

Organisations such as Canada's North West Territories Power Corporation routinely uses high speed engines to power remote communities through the Canadian, eight-month, minus 30°C winter.

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High-speed-type British engines are frowned upon by many in the UK for base load

power around the world for numerous remote, often island, communities. Old colonial names come to mind, such as Gibraltar, Barbados, Turks and Caicos Islands, along with transmitter and satellite earth stations.

The advantage these slow- and medium-speed engines have over high-speed engines is the ability to run on heavy fuel, although the deteriorating quality of this fuel, and the attendant higher maintenance costs are rendering it increasingly questionable. The high sulphur content is also an environmental issue of increasing concern.

Slow- and medium-speed engines are more efficient than high-speed - 40 per cent versus 35 per cent and have lower life-cycle maintenance costs, say 0.35p per kWh versus 0.5p per kWh.

Claims by manufacturers such as Caterpillar, Ruston and Warisila to have produced a medium (1,000 rpm) engine running on heavy fuel were and still are treated with scepticism by many users and consultants, but the ample experience built up around the world by these type of engines is testimony to the skill of the

designers and the materials they chose to overcome the problems in burning this most difficult fuel.

Beyond the 10MW size, there are the large and very large, with outputs of up to almost 50MW now available from MAN and New Sulzer Diesel, with pistons up to 900mm across, and with speeds as low

load say of 50MW, perhaps three 25MW engines would be specified with at least one complete 25MW engine kept in reserve to cope with outages, making an installed capacity of 75MW.

To meet the same load with 11 smaller 5MW engines means only one 5MW engine needs to be kept in reserve; the plant margin can be kept much smaller, even though there will be a penalty on efficiency and maintenance costs.

The multi-engine route, can cope with less than peak load by keeping all engines except one operating at full load.

The monster engines do not like part loading, and efficiency and maintenance suffers, according to the mini-power station fans.

Since the smaller engines are made in much bigger quantities than the large engines

- Caterpillar makes diesel engines with output equal to the entire UK national grid

- there can be production economies

prospect - in the less developed countries environmental issues will be many years behind the current preoccupation of the rich west, where concerns about nitrous oxides (NOx) and unburnt hydrocarbons predominate.

The World Bank and the aid agencies are increasingly recognising the economic and practical madness of the Third World following the west in terms of highly centralised power plant based on large coal and gas turbines.

Apart from the higher capital cost, there is the sheer difficulty of keeping the distribution network free from the ravages of climate and those who steal the network itself to stay alive.

For these countries, local diesel power, close to the load, is the only sensible and economic choice.

In the affluent west, the diesel for baseload generation, particularly with heavy fuel,

faces a less uncertain future due to emissions.

For the time being, and the foreseeable future in the UK, tight emissions limits can be met, by manufacturers - careful injector design, and reduction in crevice volume reduc-

tioning the white smoke problem, for example. But the big problem is NOx. One method of NOx reduction is the use of a three-way catalyst and ammonia injection but this is very expensive.

Some manufacturers are looking at water injection.

Nevertheless, bearing in mind that legislation is unlikely to be retrospective, and that current designs can easily comply with the latest UK limits, there does seem to be a significant market for heavy fuel engines in mini-power stations made with heat recovery, the value of the recovered heat offsetting the cost of NOx reduction.

Another growing market pioneered by Caterpillar, with Cummins now entering the fray, is the concept of the Power Module.

These are mobile, transportable power units, complete with factory-fitted utility grade cooling, fuel supply, fire control, breakers, protection, and automatic controls to allow paralleling with the grid.

They are based around the highly successful high-speed 3500 engine, and are available fully installed for about £150 per kW which is far less than the cost of new central power plants at £550 per kW, say for a CCGT (Combined Cycle Gas Turbine).

Caterpillar has had considerable success selling these kinds of plant to American utilities to cut peak generation costs, and to delay reinforcements.

In the UK, Caterpillar dealer H Leverton has had interest from several large power users in this concept.

Other uses allow the operation of sub-station loads, tem-

porarily cut off during maintenance. Caterpillar's constant attempt to go direct to the user, and cut out the independent and often indifferent packager, is based on the argument that these portable mini-power stations are made with parts with guaranteed 48-hour availability through the legendary Caterpillar spares system - something the packager cannot meet.

Based round the heavy fuel-burning 3500 medium-speed engine, the Caterpillar modular power plant concept is gaining a lot of attention worldwide - particularly in eastern Europe - these fully pre-packaged units are again fully factory-assembled and are delivered in three ready-to-run containers by low loader, in batches of 6MW.

Complete mini-power stations, up to 35 MW each, fully containerised, are available based on this concept for around £250 per kW, fully installed, and deliverable in months rather than the years for a new central plant such as a CCGT.

When line losses and own use are taken into account, these gas or heavy fuelled plants offer cheaper fuel to the user than from a CCGT.

Again worldwide surveys by organisations such as the UK's Institute of Diesel and Gas Turbine Engineers show that these kinds of plant can achieve significantly better availabilities than central plant - 97 per cent is achievable, way above a coal plant's 65 per cent, and arguably beating a CC GT 95 per cent.

The author is an energy consultant specialising in mini-power stations.

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## This is what makes Cummins world leaders in diesel technology.



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And we are already world leaders in the manufacture of diesel engines over 200bhp, nearly twice as large as the second placed company, with a rapidly expanding high volume base in the 75-250bhp market.

By concentrating on the production of engines we have a unique ability to meet the technological challenges posed by worldwide emissions legislation.

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## DIESEL TECHNOLOGY 6

Allan Rawnsley looks at the construction machinery industry

## Sales drop in difficult times

THE European construction machinery industry, Germany apart, is despondent, with sales in 1990 plummeting compared to the high levels achieved in 1990.

According to The Corporate Intelligence Group, output of construction equipment in that year - the vast majority of it utilising diesel engines - peaked at about 200,000 units. KHD Deutz were the market leaders in this sector, contributing some 28 per cent of overall demand.

Attempting to maintain this leadership, Deutz are investing \$343m in a new plant alongside the existing research and development centre at Cologne-Porz, to produce the air/oil-cooled 1011 series. This engine is gaining widespread acceptance with German off-highway equipment builders and is also appearing in mobile compressors, particularly with Atlas Copco, Deutz's single largest customer in the construction sector.

The Porz plant will also be used to manufacture the two new-generation liquid-cooled engine series covering the 45kW-190kW power range, due to be officially launched this autumn as the 1012 and 1013 ranges. These are intended to replace the ageing 912/913 series, which are popular con-

struction equipment engines. Two assembly lines are being laid down with an initial combined capacity, depending on the model mix, of between 130,000 and 150,000 engines annually.

The move away from air-cooled engines is a radical change for Deutz and is brought about by the ever more stringent environmental regulations envisaged through the 1990s. The new units are designed to have exhaust emis-

**Yanmar may be the first Japanese diesel engine builder to have its high-speed engines made in the EC**

sions below even the future EC threshold limits, and are claimed to rank among the world's most 'de-noised' construction equipment diesels.

Noise and vibration were given as two of the reasons why one of Germany's leading manufacturers of construction machinery, O&K, signed a five-year contract with MAN for own-branded, water-cooled engines wholly manufactured in Japan. Kubota, Nissan, Isuzu, Mitsubishi and Yanmar are the principal diesel engine suppliers.

Following the marketing link signed with Navistar

The replacement of Deutz engines started earlier in the year for medium weight hydraulic excavators. Completion of the change, for relevant models, is scheduled over two years, due primarily to the re-engineering requirement, but also to allow for further development of the product range.

In the UK, as a result of EC noise directives, both Thwaites and Benford introduced de-noised engines into their site dumper units during the course of 1990. Thwaites replaced Lister air-cooled units with Perkins 100 Series engines for European customers and the Dentz air/oil-cooled 1011 family for those clients not prepared to change to water-cooled engines.

Perkins Engines have had similar success with the Anglo-Japanese 101 Series for power-hauling JCB mini excavators and some CompAir single-tool mobile compressors. Nevertheless, the majority of mini excavators built in Western Europe - about 11,500 units in 1990 according to The Corporate Intelligence Group - utilise engines wholly manufactured in Japan. Kubota, Nissan, Isuzu, Mitsubishi and Yanmar are the principal diesel engine suppliers.

Initially, the Yanmar L and TN series, covering the 2.5kW-

Internat ional Transportation Corporation in 1980. Perkins have recently launched the 1300 Series engine, which fills the gap between the Phaser (or 1000 Series) and the Eagle (or 2000 Series). The six-cylinder 1300 Series is aimed specifically at the construction machinery, forklift truck and generating set markets. The new series is turbocharged to minimise harmful exhaust emissions and covers the 135kW-205kW power bracket.

**It is clear that exhaust emissions legislation will pose ever greater challenges to the diesel engine industry**

Yanmar may well become the first Japanese diesel engine builder to have its high-speed engines manufactured in the EC, if the newly-forged link with Italian engine builder Ducti fulfils expectations. The partnership, announced at the beginning of the year, is planned to progress from the importation of built-up units for Italian customers, to full-scale production for EC distribution by the end of the decade.

One approach has been the introduction of digital electronic governing for agricultural and construction machinery engines. This allows basic engine parameters such as

70kW power range, will be represented. Efficient and compact units, they are popular with small construction machinery builders in Japan.

An important factor behind the Kubota investment in Cummins Engine entity, in 1990, is access to the Cummins bank of information and expertise in controlling exhaust emissions for on-road and off-highway vehicles. Future collaboration seems likely to develop the emissions technology further. Kubota also plans to set up an engine manufacturing facility within the EC, to serve both its Spanish tractor and German mini excavator plants. Engines for both these plants are presently imported from Japan.

It is clear that exhaust emissions legislation will pose ever greater challenges to the diesel engine industry, although the timing and exact details for off-highway applications have yet to be determined. European manufacturers of diesels have been investing heavily to build up the necessary technology ahead of the imminent legislation.

Cummins has developed its venerable 14-litre engine to comply with the stringent California regulations and is now in US production. It incorporates the Select Electronic Fuel System which controls

speed, power, fuel flow and timing to be finely controlled. The data obtained may also be passed to other machine components having integrated electronic systems, so as to optimise machine efficiency in virtually any working environment.

It also provides the means for diagnostic maintenance, which will serve to offset the apparent increase in complexity, and is expected to become widespread in Europe during the course of the 1990s.

Cummins has developed its venerable 14-litre engine to comply with the stringent California regulations and is now in US production. It incorporates the Select Electronic Fuel System which controls

fuel metering and injection timing to optimise the thermal efficiency of the engine. This is achieved through more complete combustion, thereby reducing the level of exhaust pollutants. However, it is not yet being adopted as the norm for European customers.

SAME, the Italian tractor builder, is the first European engine builder to fit digital electronic governing as standard. The new 80kW-95kW rated 1000 engine family, which also incorporates dual air and oil-cooling, powers the recently announced high-horsepower line of farm tractors.

The changes brought about by the merger of the agricultural and construction machinery interests of Fiat and Ford,

to form N. H. Geotrac, are still in progress. Fiat holds an 80 per cent stake in what is now the largest agricultural tractor manufacturer in the world, in terms of units sold. The former New Holland Basildon plant, with its 2,800 employees, is set to become the premier source of engines for the new group.

New models are widely anticipated by the market, which should not be disappointed before the close of the year, as the group further exploits its access to more than half the 1.2m units-a-year global tractor market.

*The author is an international marketing consultant specialising in diesel engines.*

## MARINE ENGINES

## Growing environmental controls

CONSIDERABLE progress has already been achieved by engine designers in cutting specific fuel consumption (SFC) rates and adapting to the poor quality fuels which are now the staple feed of the large marine engine.

Thermal efficiencies greater than 50 per cent have been reached, and efforts to further reduce SFC at full-load conditions are approaching the area of diminishing returns.

But growing environmental controls, and the increased importance attached to the part-load performance of modern high-efficiency machinery, have stimulated new attention to the fuel-burning process across the power profile.

Shipowners' high expectations today relate not only to the efficiency of the propulsion plant, but increasingly also to its reliability and lifetime upkeep costs. Accordingly, further improvements in reliability, extended times between overhauls (TBOs), and reduced maintenance requirements are key development goals for every licensor. These factors have assumed great importance in the light of reduced manning and other changes in shipboard organisation.

Exhaust gas emissions will emerge as an increasingly important design criterion in the 1990s.

Expenditure on research and development was maintained during the shipping market's lean years by German-owned MAN B&W Diesel and Winterthur-based New Sulzer Diesel, which together command about 90 per cent of the world market for large, two-stroke marine propulsion machinery.

New Sulzer Diesel's current standing in both the two-stroke and four-stroke sectors, under the new, primary ownership of Italy's Fincantieri Group, Germany's Bremer Vulkan and Deutsche Maschinen under Schiffbau (DMS) vindicates the wisdom of the sustained commitment to R&D.

R&D activities in the fields of materials, tribology, fluid dynamics, noise analysis, corrosion and chemistry continue to benefit from NSO's co-operation with Sulzer Innotec, the central research facility of the Sulzer Corporation.

The RTA84T engine, latest addition to its low-speed RTA range, represents an important breakthrough by providing for efficient vessel operation at shaft speeds as low as 54rpm. This better matches the trend in large tanker and bulk carrier design towards larger propeller diameters and slower propeller speeds.

It extends the concept of flexible engine setting introduced with variable injection timing (VIT) to include variable exhaust closing (VEC) and load-dependent cylinder cooling. Principal objectives have been gains in flexibility under all power load conditions, matching for greater part-load economy, and high reliability.

Savings in fuel consumption in the order of 5 per cent are promised for the new type, which develops up to 5,900bhp (3,880 kW) per cylinder at 74rpm, and is available in five to nine-cylinder format to give a power range from 26,400 to 47,520bhp (18,400kW to 34,520kW).

The first engine is to be

manufactured in Japan by Diesel United for installation in a new Japanese VLCC crude carrier next year.

The RTA84T incorporates sophisticated operating features deriving from practical investigations conducted on the 4RTA54 research engine at Winterthur. The operating parameters of the RTK include a maximum cylinder pressure of 18 bar at a mean effective pressure of 20 bar, and a 4.0 stroke/bore ratio, as a means of exploring future possibilities in terms of power concentration and component performance.

The main idea behind the RTK project was to create a research engine that was, in many respects, more advanced than a possible next generation, production design, and to apply the knowledge gained from this project, in part or in full, to later series-built engines.

While ever-larger propeller sizes in the tanker and bulkship sectors have underpinned the move to ultra-long-stroke machinery with slower running speeds, limits to propeller size imposed by Panama Canal dimensions, and other draught constraints on increasingly large container ships have necessitated a different engineering approach. This has entailed the development of machinery that can run faster so as to deliver the enormously high power ratings required.

MAN B&W reacted promptly to the new demands from this sector of the market. Initially, it modified its successful LMC engine to incorporate a shorter stroke, and subsequently introduced the MC-C version of certain models in its two-stroke range. In aiming for the optimum power/speed combination, a revolution range of 80-104rpm was chosen for the resulting K80MC-C and K90MC-C types, based on extensive market research involving shipowners, ship-builders and propeller manufacturers.

The across-the-board upratings announced in May by MAN B&W for its low-speed two-stroke range take the MC series to an upper power limit of 70,420bhp (51,900kW).

Current manufacturing activity in the Far East includes two of the largest diesel engines ever ordered, in the shape of 62,400bhp (45,840 kW) units to be installed in container ships under construction in Japan for the Rotterdam-based Nedlloyd Group.

The power units are 12-cylinder models of the RTA84C design unveiled by Sulzer three years ago.

Meanwhile, four-stroke machinery predominates in the propulsion market for smaller merchant vessels as well as in the ferry and R-O-R-O sectors, and provides the basis for direct-mechanical and diesel-electric installations in modern cruise ships.

Ron Lewin

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## OFFICE TECHNOLOGY

## SECTION III

Tuesday October 8 1991

 The promise of a decade ago — of the paperless, automated office — has yet to be fulfilled, writes **Della Bradshaw**. If Europe's white-collar productivity is to improve, offices need to combine elements of technology already in disparate use in an overall plan

## Need for an overall plan

FOR MANY, the way offices are organised has hardly changed since clerks in Charles Dickens' day scratched away with quill pens in dingy back offices, producing letters and contracts.

The promise of a decade ago, that the automated office was just around the corner, has yet to be fulfilled. And the increased efficiency of the paperless office is still a dream of the future.

Nowadays, European office workers create 3.5m sheets of file paper — 45 sheets each — every day, according to research from the Association for Information and Image Management in the US. In addition, there are 800m sheets of computer print-out, 300m photocopies made and 100m letters written in Europe every day.

Even more depressing is that, while the manufacturing sector has benefited dramatically from the implementation of technology, similar gains have failed to accrue in the office. During the 1980s factory productivity in Europe increased by about 75 per cent. White-collar productivity, meanwhile, improved by only 3 per cent, according to the

OECD.

The problem, says Mr David Best, a partner at management consultants Touche Ross, is that most office managers automate single tasks — they might buy a new personal computer, a faster photocopier or a quieter printer — but they fail to automate the complete process.

"You would never dream of automating a factory by giving each worker a faster machine tool and not connecting it to the production process as a whole," says Mr Best. "But in the office that is exactly what we do."

Mr Bernard Fournier, managing director of Rank Xerox, makes the point that 90 per cent of information technology investment has gone into managing data, while 90 per cent of information is still held on paper documents. "Applications like data processing and word processing and spreadsheets only automate tasks," says Mr Fournier. "The way that information is structured, communicated and moved through the office has remained largely unchanged."

For example, facsimile machines can send documents in seconds to the other side of the world. But often the fax ends up in a central postroom and waits there for hours while someone sorts out the sheets of paper and delivers them to the appropriate person.

This says Mr Peter Crook, divisional manager for the financial and professional sectors at Wang, is why achievements in office efficiency have been "devastatingly poor". The principal reason why processes are not dealt with, he says, is

that they involve all sorts of things which are difficult to automate — and, not least of all, people.

The report says that in nearly 80 per cent of cases office automation has been aimed at administrative and clerical workers in a company. Many companies introduce word processors, says the report, and then managers believe the task is complete and sit back complacently.

Mr Crook holds up as a good example of process automation that of just-in-time manufacturing in factories, and believes offices should be "re-engineered" in the same way.

"That of course is a bit of a

"joke as it suggests offices were engineered in the first place, which of course they weren't", he adds. "They grew organically."

One benefit in re-engineering the office would be to make it easier to spot the breakdown in processes. "In manufacturing if a stage breaks down, you can spot the problem," says Mr Crook. "In an office, you can't do that. In an office your working stock is people, and general

"workflow" process is devised and the technology implemented.

Many of the elements of technology used are already in disparate use today, such as databases, word-processing and electronic mail. Recent developments, such as document image processing and the ability to send faxes directly from the screen of a networked PC have contributed to the overall plan.

In an insurance company, for example, once a claim form is received, it can now be scanned into the system, labelled and then sent directly into the queue of the person who deals with those issues. If there are several people who deal with initial claim forms, an "intelligent" system would look at the queues of the relevant staff and allocate the let to the shortest queue.

Some emerging technologies could consolidate the position. If voice messaging technology could be merged with text processing — enabling a dictated message to be tagged to a complex chain of correspondence — the whole package could travel round the system together.

Called, variously, "business process management", "procedure processing" or even "process processing", their aim is to help offices analyse how they work and look for improvements. Then a new

management" says Mr John Dicks, of ICL, the UK-based computer maker now owned by Fujitsu of Japan. Rather than automating a process, this approach would look at specific issues — what to do if your rival introduces a phenomenal new product, for example.

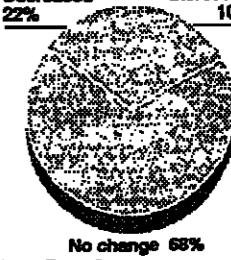
Surprisingly, perhaps, manufacturers believe the recession in the US and Europe has lent credence to the process automation approach. "These days I'm sure that no company can afford to have people who are not entirely productive. If people are very productive doing the wrong job it's no use," says Mr Derek Puplett, product marketing manager for Olivetti Office. "It often doesn't need a new PC or hardware, it requires the correct procedures."

In the final analysis, though, will this type of process automation actually reduce the amount of paper in the office? "Eventually, it will mean dramatically less paper, of that I have no doubt," says Mr Crook. "The need is to design a process which does away with paper."

"Office Automation, the Barriers and Opportunities. Touche Ross, Hill House, 1 Little New Street, London EC4. Price: £45."

## Office Automation: effect on staff numbers

Decreased 22% Increased 10%



Source: Touche Ross

■ Portable computers: prices fall faster than costs

■ Networked PCs: gains and losses

■ Document image processing: refining the paperless myth

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■ Facilities management: the scope is broadened Page 8

Editorial Production Gabriel Bowman  
Illustration Jovan Djordjevic



## It's dark, isn't it?



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## OFFICE TECHNOLOGY 2: Office Computer Systems

"IT COSTS half as much to get an application up and running on a personal computer (PC) network as on a minicomputer," says Dr Gordon Ross, European director of Microsoft's consultancy division. And it is not just software development which costs less. It is also considerably cheaper to buy and maintain PCs.

Such cost savings help to explain why networked PCs are replacing the traditional minicomputer in the office environment. How have companies made the changeover, and what have been the benefits and drawbacks of "downsizing" (the practice of moving to smaller systems)?

**Cost savings.** Building company Geoffrey Osborne switched from minicomputers to PC networks a few years ago. The company outgrew its IBM 36 minicomputer in 1987 and IBM was encouraging it to upgrade to the more powerful AS/400 minicomputer.

This would have cost up to £1m because the machines have different proprietary operating systems and most of the software would have had to be completely redeveloped. Instead, the company opted for a much cheaper solution, a product called Baby 36 from California Software of the US. This emulates the System 36 environment on PCs so the company's software did not have to be rewritten.

Osborne's move from the System 36 to PCs on a Novell network went smoothly. After a successful test, the company's plant-management software transferred from the 36 to a PC over a weekend. The

**Joia Shillingford looks at PC networks**

## Gains and losses

main difference to users was that on Monday morning they were using PCs instead of dumb terminals. Gradually, the accounts, sub-contracting, buying, sales ledger and administration packages were also moved to PCs and the System 36 was sold.

The move to PCs has improved the company's management information, because it can now link its 1-2-3 to its mainframe data that used to be on the System 36.

The network has expanded and now has over 100 users at different UK sites. They use IBM and Compaq PCs supported by a mixture of IBM and Compaq file servers (powerful PCs which manage the network and store files). It already had most of the PCs so the main costs were for Baby 36 software (from £2,700 for up to five PCs), for extra storage and for linking the PCs together (less than £100,000).

Flexibility. Even when keeping minicomputers for some jobs, many companies are developing new applications on PC networks to increase flexibility or improve responsiveness to customers. Mr Theodore Klein, president of the Boston Systems Group, a US consultancy specialising in downsizing, says: "PCs are far more adaptable to business

change. Large organisations, especially in the financial sector, need to be very agile."

City broker John Smith New Court decided to develop its new dealer information system on PCs supported by a Compaq file server, rather than on its existing Digital Equipment Vax computers, because it wanted a more flexible system. "PC development tools (such as SQL Windows) are quicker and easier to use than minicomputer tools," says Mr Greg Dowling, agency systems manager at Smith New Court. This means that new applications and changes to existing ones can be written faster.

Each sales area at Smith New Court has access to a number of PCs running MS-Dos and Windows, Microsoft's graphical user interface. From their PCs, dealers can request information from a settlement database stored on a Compaq file server. The settlement data is transferred from the Vax to the server database (based on Gupta's SQL Base) overnight.

Dealers log on to the new system quickly because they had already seen several prototypes, which had been modified to suit their requirements. Now they get more up-to-date information.

Developing the system took up two people's time for four

months. Excluding manpower and PCs, the system cost £16,000 (including the file server and development tools).

Mr Dowling says companies which are developing minicomputer-style applications on PC networks for the first time should not expect cost savings immediately. This is because

they will have to invest in new software and may have to buy in PC skills. "The savings will hit you on the second and third application, which we've already planned," he says.

Smith New Court has opted for a client-server approach to networking. This is proving to be the most common architecture for downsized installations. The user PC, the "client", does a lot of its own processing, but can also issue commands to a larger computer on the network, the "server".

The function of the server, which can be a powerful PC, a workstation, a mainframe or a minicomputer, is to store and process information that would be too cumbersome for the client PC to handle. Wherever processing takes place, information is presented to the user on a PC. And PCs can draw information from more than one server.

According to the research consultancy Ovum, client-

server computing often appeals to companies which find that they have more processing power on the desktop than in the computer centre.

Specialised servers are starting to appear, eg for electronic mail. So are tools for splitting applications between "client" and "server" computers. Yet managing client-server environments and building applications is still difficult.

For example, there are few products for backing up data on PC networks, which recognise as many as 100 different products, yet that it is not practical to back up unchanged files every night.

Other difficulties in downgrading to PC networks include:

- Lack of control. A totally centralised IT structure will not be suitable for some

- The responsibility for IT and IT costs will inevitably shift to departments. But a controlling strategy will still be needed.

- Lack of experience. In a report "Client-server computing - commercial strategies", Merrill Lynch cites "experience" as one of the client-server products it would like to buy. Mr Klein says: "The technology is available, but the service and support and appreciation of what it can do aren't really there. It's like having a jet fighter on the runway but no staff able to fly anything more nimble than a Jumbo."

Despite the difficulties, Mr Ross says that "by the end of next year, we'll see a lot more companies replacing minicomputers with networked PCs".

John Shillingford is editor of Electronic Office, an FT newsletter on the business aspects of technology.

## PORTABLE COMPUTERS

## Vendors see prices fall faster than costs

**PORTABILITY** - that much heralded revolution in personal computers - has finally hit the European market. But it is only 1 per cent a year by 1995.

The fastest growing sector,

Dataquest believes, will be for

notebook machines which it

defines as weighing 7lb - just

over 3kg. It expects sales of

these lightweight machines to

reach £1m within two years.

If that 37 per cent rise in

unit sales for the whole portable market were matched by

revenue growth, vendors

would not be particularly worried.

But manufacturer margins

are under threat.

The Gulf war, together with

German reunification and a

slowdown in the economies of

the two other largest markets

- France and the UK - has

affected demand for portable

products.

In addition, nearly every PC

manufacturer has taken notice

of the sector's growth, com-

pared with its poor position

of desktop PC market, and

then launched a portable prod-

uct. A classic marketing battle

is taking place as vendors start

to talk about the portable mar-

ket already starting to mature.

Toshiba, the European mar-

ket leader, estimates that

whereas there were about 35

portable suppliers in 1989, this

year more than 150 companies

exhibited at Comdex, the com-

puter show. Compaq, the US

manufacturer, says it gave up

counting its competitors when

they passed the 300 mark.

The established notebook

vendors, such as Toshiba and

Compaq, are being challenged

from three directions. Existing

PC manufacturers such as IBM

and Commodore have launched

credible products over the last

year. Japanese companies with

strong capabilities in screen

technology have also intro-

duced excellent high-specifica-

tion machines, and finally, at

the low end of the market, the

established players are being

squeezed by clone manufac-

turers from south-east Asia.

"The main problem is that

the portable product is easy to

replicate," explains Mr Bob

Webb, managing director of

Victor Technologies UK, the

British subsidiary of US-based

Tandy Corporation. "You can

set up a plant anywhere in the

world, buy the components and

then screw them together. It's

becoming increasingly difficult

to differentiate products."

With most vendors agreeing

there is chronic overcapacity

in the market, it is not surpris-

ing that price rather than prod-

uct has become the main

method of differentiation in an

increasingly competitive

market. "Some of the discount-

ing is enormous," admits Mr

Webb. The cost of manufac-

turing the technology is fall-

ing, but the prices portable

manufacturers can charge is

falling faster." A laptop with a

30mb hard disk and a

386SX chip can be found in the

UK for under £2,000 at the

moment, whereas a desktop with

the same specification was

still £3,000 last year.

A war of attrition is under

way. The leading vendors are

gradually losing market share

to the new entrants. Dataquest

estimates that Toshiba had 28.5

per cent of the European note-

book market by value during

the second quarter of this year,

while Compaq had 27.6 per

cent. Compaq's share by vol-

ume over the same period was

down from 39 per cent last year

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down from 39 per cent last year

to 19 per cent.

Other methods of differenti-

ating the machines over the

next year are likely to include

security features - considered

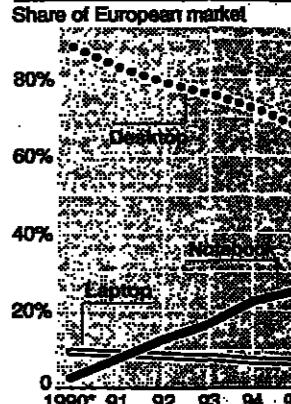
a must after the British Army's

unfortunate habit of leaving behind portable machines containing United Nations battle plans in the back of cars. Grid, the company recently merged with Victor, is pushing security hard, given its considerable experience of the military market. Bondwell, the US-based manufacturer, has just launched a product with a 50 decibel alarm.

Meanwhile, other companies, such as Olivetti, are pushing the concept of docking stations into which laptops can be slotted. This allows them to be integrated in networks and larger display units, while still being detached to be taken home. Pen-based data-entry systems are also expected to have some impact on the sector, particularly in vertical niche markets such as stock control. However, pen systems capable of interpreting handwriting are some way from being commercially available.

The benefits of technological advances are becoming increasingly negligible for vendors trying to achieve competitive advantage. Not only is it difficult to keep abreast of all developments, but they can be copied immensely quickly.

## PC market forecast





## OFFICE TECHNOLOGY 4: The Electronic Office

## ELECTRONIC TYPEWRITERS

## Take a letter, Miss Jones in a word processing era

WINDOWS operating systems and graphical user interfaces may, eventually, make all word processing software easier to use. But no PC, WP package or printer combination yet devised offers the immediacy, ease of use, finite accuracy and cost/performance offered by an electronic typewriter (ET).

The advent of low-cost, high quality laser and ink-jet printers makes them affordable for every PC user, but a non-impact printer cannot make carbon copies nor print onto multi-page forms; it is not very good at accepting envelopes or the occasional label; and is more trouble than it is worth for one-off memos and filling in forms. A typewriter is the tool for those jobs every time.

You cannot beat an ET, either, for instant printing of foreign language characters and accents. Indeed, getting a printer to produce a £ sterling sign is not much easier today than it was five years ago. So it is easy to understand why ET sales continue at around 40,000 units a year.

However, the days of the large office machine appear to be all but over as smaller, sophisticated yet cheaper machines come on the market to satisfy both the PC user, who needs an occasional typing facility, and the small office/home office user, who does not need a PC but does need a text processor. Portables and compacts now command over 67 per cent of the ET market.

State-of-the-art features, even on sub-£250 machines such as the new Canon ES33, include line display, correction memory, spelling checker and user dictionary.

Increasingly, they can make use of standard 3.5in discs, as can the new Panasonic compact range, to which a 9in monitor for easier text editing may be added.

Some, for example, the Triumph Adler BSS 300 typewriter-based text processor, can run readily available PC software, access databases on corporate mainframes, can be added to PC networks and can communicate or send fax messages via telephone lines using

standard modems or fax cards. Not all business equipment manufacturers believe there is a strong future in typewriters on a global basis. Earlier this year, for example, IBM sold out to Clayton & Dubilier. Lexmark International was then formed to take over design and production of the IBM-branded typewriters, printers, keyboards and related supplies, with IBM retaining a 10 per cent interest and continuing with product marketing and distribution.

Xerox has just announced that it is to pull out of manufacturing and marketing typewriters in the US. But recently Rank Xerox launched the German-made 6012 compact ET, confirming its intention to stay in the European market for the foreseeable future.

There is even a new name on the ET block. Having come from nowhere to become one of the top three in the fax market in little over a year, Samsung is launching the first models in a family of compact ETs and is also about to set the industry alight with a sub-£500 eight pages a minute laser printer.

Just as there is still a market for typewriter-based systems, so there is still a market for dedicated WPs, but again with portable machines realising the greatest growth. The trend was confirmed by Canon following better-than-average sales of the StarWriter 80 and by Brother whose sales of the WPs and WP6 were higher than expected after their launch at the start of the year.

Intending to maintain its 31 per cent share of the portable market, Sharp beat the competition by launching the first portable WP to incorporate an MS-DOS compatible disk drive. There are plans to introduce later this year a portable WP which uses the same IC (integrated circuit) memory cards for document storage as the IQ organiser and, in 1992, a battery-operated portable WP.

Amstrad has underlined its commitment to the dedicated WP market by just launching two new PCWs, both of which use industry-standard 3.5in discs. For those who want a

low noise printer, the PCW 9255 Plus offers the option of a bubblejet printer. It is a pity that the company did not incorporate MS DOS file format compatibility.

However, with LocoLink, a cable and software package from LocoMotive Software, it is possible to transfer files from a PC to a PC running LocoScript PC word processing software relatively quickly.

The continued demand for typewriters and dedicated WPs in no way diminishes the demand for word processing software for running on desktop PCs. But the packages on offer today are much more than word processors. Not only do they offer sophisticated editing with spelling checkers and thesaurus, they will even check your grammar, enable you to produce presentation-quality documents to desktop publishing standards, including graphics and photographs.

However, the more sophisticated the features, the greater demand for graphical user interfaces and Windows to make access to features easier and quicker and to shorten the ever-lengthening learning curve. Indeed, easier to use software is a stress-reduction requirement under the EC Directive on minimum health and safety standards.

WordPerfect for Windows is one step nearer to release date, beta testing having begun throughout the world at the end of July. All being well, deliveries should begin before the end of the year.

WordStar, though, hopes to claw back some of its lost market share with the launch of Legacy, a Windows-based software package which combines word processing with extensive page layout and desktop publishing facilities.

Another challenge to WordPerfect comes from UpWord for Windows, the first mainstream off-the-shelf product from Wang. It has the ability to import text, graphics, images, databases and numerical data from most popular PC packages.

Julie Harnett

IF THE 1980s left two technological legacies in the office, then must be the personal computer and the facsimile terminal. The 1990s could see their integration.

In the UK alone there are now almost 1m fax terminals in use. Hardly a business in the country is without one (about 65 per cent of employees are estimated to have access to a fax terminal, compared with just 13 per cent in 1986) and there are even signs of a domestic market for fax terminals developing (by 1993 business information specialist BIS Strategic Decisions estimates that around one in three facsimile machines will be bought for personal use).

The fax has revolutionised the way we work. Unlike telex, which was always reserved for special communications, fax has penetrated all levels of text communications, from invoicing to memo writing.

The reason has at least in part been due to facsimile's simplicity. Unlike computers, all fax terminals work more or less in the same way. Once a user has sent a fax on one, the chances are that he or she will be able quickly to learn to use any other manufacturer's model.

But despite their simplicity of use, the British Facsimile Industry Consultative Committee, an industry group, detects a move towards more sophisticated facsimile equipment.

On their way out, for

LAST MONTH Rank Xerox ended speculation about its entry into the colour market when it announced the planned arrival of the Xerox 5775 digital colour copier 16 years after its first attempt.

But success is more assured this time, since competitors such as Fuji, HCS, Ilford, Ciba, Copy, Kodak, Minolta, Panasonic, Ricoh and Toshiba are already in the market, creating a market for graphical user interfaces and Windows to make access to features easier and quicker and to shorten the ever-lengthening learning curve. Indeed, easier to use software is a stress-reduction requirement under the EC Directive on minimum health and safety standards.

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example, are the rolls of shiny and expensive paper that currently populate most facsimile terminals. In their place consumers are demanding ordinary cut sheets – just as they use in their typewriters, computer printers or photocopiers.

Storage of outgoing and incoming messages is also becoming standard. This means, on the one hand, that fax can be read into the facsimile terminal during the working day, for transmission overnight, when tariffs are lower. On the other hand, a permanent record of incoming fax means that if a message gets lost on its way from the terminal to the intended recipient, a new copy can be produced at any time.

The main drawback of such systems, however, is that they are useful only for sending messages, not receiving them. Many commentators believe that this problem may be overcome with the widespread introduction of digital facsimile terminals. The first digital fax standard is now finding itself under threat. And to add to the irony, the threat is coming from the technology it was designed to replace, the current Group 3 fax standard.

"While the world waited for

ISDN, the customer definition of what is desirable in Group 4

has become available on

Group 3," notes Ms Meredith Fischer, vice-president of marketing, facsimile division, at Pitney Bowes, the US office machinery manufacturer.

A variant on today's Develop

ment called Group 3 bis – can

support the same fast trans

mission speeds that Group 4

was designed for, as well as

the higher resolution and me

storage facilities. And,

perhaps most significantly of all, its computer compatibility.

Its development is being

backed by European and US

companies, such as Pitney Bowes. But the Japanese, who

have already invested a lot of

development money in Group 4 technology, are proving less enthusiastic. "Fax is dominated by the Japanese and the Japanese are pushing Group 4," notes Ms Fischer. "We are facing a stand-off," she adds.

Whether Group 3 bis or Group 4 wins the battle to be the next standard for the facsimile terminal, the path has been set towards the integration of the facsimile with the

current Group 3 fax standard.

Already it is clear that ISDN

will itself be superseded or at

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which could be slotted into the head of personal computers to allow them to send messages via phone lines to facsimile terminals. Such devices make sense in offices where personal computers are networked, allowing many users who would otherwise not have access to a terminal to send a fax.

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## PHOTOCOPIERS

## Potential of colour

ing, private mailbox use or the ability to be installed on a local area network to provide a central multi-function resource.

In terms of colour imaging and editing, a digital unit can produce virtually any colour or shade, including registered or customised colours; can turn black and white into single or multi-coloured documents; and can work with colour originals to change colours. It can cut and paste a colour image and merge it with another document; enlarge or reduce colour originals up to A3 size; and produce colour separations.

The unprepossessing brand name for the new Xerox machine (during the development stage it bore the more user-friendly name of Sunray) belies the fact that it represents true state of the art. Some four years in the making, it promises a copy rate of 10 per minute in colour, three times that in black and white; and the ability to produce immediately usable colour copies on overhead projection film by virtue of a



## PRIVATE TELEPHONE EXCHANGES

## The cordless chord

THE ATTRACTIOnS of a cordless office should be obvious. No longer will telephones, personal computers and facsimile machines be glued to a single desk. No longer will telephone lines be connected to sockets on the wall.

With the cellular telephone, businessmen and women have experienced the freedom of mobile communications everywhere except in the office. Long overdue as an idea, is the cordless office about to become a necessary business tool?

Putting radio telephony into the confined space of the office has presented problems of quality, capacity and product standardisation which have been overcome only with the development of digital radio techniques.

The analogue radio technology which is the basis of all existing cellular telephone networks was also used in the 1980s for cordless telephones, with little success. The poor reception tolerated in a car on the M25 was unacceptable in the sanctuary of the office.

However, manufacturers of private telephone exchanges (PBXs), which lie at the heart of all office communications networks, are finally taking cordless systems seriously.

The development of digital cordless telephone technology is expected to make the cordless office a reality by the middle of the decade.

Market research organisation BIS Strategic Decisions predicts that by 1996 there will be over 5m cordless extensions in European companies. With Europe likely to have more than 500m private exchange lines in 1996, the size of the cordless market may still disappoint manufacturers.

"Customers are already showing a very strong interest in cordless and I expect a universal take-up in the office and factory," says Mr Nick Doughty, manager of cordless systems at the UK's largest PBX supplier, GPT.

## Cordless PBX market in Europe forecast

	1991	1992	1993	1994	1995	1996
Installed base (000)	14	191	513	1,547	3,157	5,223
Penetration (%)	0	0.05	0.13	0.38	0.77	1.29
Shipment volume (000)	14	177	324	1,049	2,088	2,218
Shipment value (US\$m)	7	83	145	483	646	752

Source: Personal Communications Report 1991

Over the next two to three years the market will be

restricted to basic, lower cost systems using already available technology. The most common system is likely to be the digital cordless telephone with a common air interface (CT2/CAI) which uses internationally agreed radio frequencies around 860 MHz. Originally developed in the UK, CT2/CAI has become a *de facto* international handset standard.

Both Northern Telecom and GPT plan to introduce cordless extensions on their smaller PBXs next year. Ericsson, the Swedish PBX supplier, has developed its own non-standard cordless system.

Roaming between cells will not be possible with CT2/CAI and suppliers expect isolated cordless cells to be used alongside existing wired extension lines. "Customers must ask themselves whether everyone needs a cordless extension," says Mr Geoff Gudgin, director of market support at Northern Telecom Europe. He believes a completely cordless office is possible but in the early days not likely.

The wider introduction of cordless extensions may be postponed until the arrival of several "cells" to operate. And if there is to be total freedom of movement, the system must be able to handle roaming between cells without interrupting calls, in the way cellular telephone systems operate.

Ultimately, it will be important for the larger cordless systems to be compatible with the emerging technical standards being proposed for future personal communications networks outside the office.

All manufacturers accept that Dect will be the basis of most of Europe's cordless offices in the late 1990s. Some PBX suppliers may delay the introduction of cordless systems until Dect equipment is available in 1993.

The first cordless PBX systems, to be launched next year, will give only a hint of what is to come. Most of Europe's companies may have to wait until the middle of the decade to experience the full impact of cordless office communications.

Over the next two to three years the market will be

IF THE 1980s were the decade of office automation, then the 1990s promise to be the decade of communications in the office. And the trend is towards cordlessness communications.

With the application of the computer to businesses, a range of laborious tasks has simply been automated away. By adding communications, businesses will find they are able to optimise the use of their resources, both computing and human, introducing a new era of business efficiency and flexibility.

The ultimate expression of this new-found flexibility lies in cordless communications. The first example in most offices is likely to be a cordless phone. Though popular for home use, this technology has so far seen little application at work.

One reason why cordless phones have made so little impact in the office is that traditional technologies have not allowed the kind of densities of use typically encountered in a working environment. Another reason may be that most of today's cordless phones are incompatible with most office standard cordless system.

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RADIO PAGERS have been disturbing business lunches for nearly 20 years. But in the 1990s, the pager, a pioneer of business communications outside the office, will have to fight for survival against ever-more sophisticated forms of mobile communications.

As a result, European paging users can expect more versatile services and lower prices as operators try to repeat the success of the world's strongest paging markets in the US and south-east Asia.

After years of growth, paging markets are being squeezed by the falling cost of cellular communications. In 1989 there were 4m radio pager users in Europe, nearly double the number of cellular telephone users. Market research organisation Frost & Sullivan estimates that by 1994 the cellular market will

have caught up with the pager market at 7m users apiece.

Even in the US, where there are 9m pager users, market growth is being pegged back to around 10 per cent a year.

Paging markets are defined by a number of technologies and products and not all are treaded water. The most vulnerable market is that for privately owned, on-site pagers, which operate only on the user's premises. In 1989 there were 2.2m on-site pagers in Europe, but it is predicted this will rise only to 2.5m by 1994.

It is the national paging systems run by public network operators which are taking the fight to the cellular telephone. BIS Strategic Decisions predicts that the number of wide area paging users in Europe, 1.5m in 1990, will grow by 18 per cent this year.

Paging has been held back by its high cost in the UK. The UK is Europe's largest market with 650,000 users, but this represents a penetration of only 1.2 per cent. In the US the penetration is nearer 4 per cent and almost 12 per cent in Hong Kong and Singapore.

BT, which runs Britain's largest paging network, believes the high cost of UK paging is partly responsible for market stagnation. "Prices must decline if paging is to find markets against competing technologies," says Mr Peter Racher, BT's paging general manager.

IMAGINE BEING able to phone your local widget supplier and leave a message that you want to order 50 spirockets, whereupon a recorded voice responds that spirockets cost £2 each and are available directly from stock. It then asks if you want to confirm your order, after which it inquires whether you need a confirmation slip sent to you by facsimile.

Such a scenario is no mere pipe dream. Voice messaging, voice mail or voice processing technology, as it is variously called, is well on the way to providing the means to carry out the task.

Voice messaging systems – in their simplest form a sort of corporate answering machine where messages are recorded to be picked up by the recipient dialling a personal mailbox number – are largely of North American design. Companies which have pioneered developments of systems include Octel, AT&T, VMX, Northern Telecom and Centigram.

The aim of the manufacturers is to bring the technology to the UK, where the frustrated telephone user is bombarded with the continuous ringing or engaged tone or ends up leaving a message that may never be answered. Statistics show that, in spite of all the latest mobile radio technology, up to 75 per cent of phone calls never get through to the right person.

Mr Nigel Southam, general manager of voice messaging for BT (formerly British Telecom) in the UK, compares voice messaging to a spoken memo – a replacement for the yellow bits of sticky paper on people's desks.

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## MOBILE TELEPHONES

## Beyond the four walls

Systems based on Dect, the Digital European Cordless Telephone, will feature higher densities (up to 5,000 handsets per square kilometre), with the added advantage of being compatible with the integrated services digital network or ISDN (Clans), the first of which are just reaching the market, providing a solution. These range from technologies based on the Dect cordless phone standard to a very high performance cordless rival to the best of today's wired systems from US company Motorola.

For many, however, cordlessness is seen as a way of extending the office beyond its physical boundaries. Already over 1.3m people use mobile phones to keep in touch while out and about. And as well as mobile phone users, there are also hundreds of thousands of mobile radio, mobile data and radiopaging users.

For most of these people, however, the office communications systems and their mobile communications are seen as separate entities. For a lucky few, however, the link between the car phone and the office phone has already been made.

Both UK cellular radio mobile phone network operators, Cellnet and Vodafone, offer services which directly link mobile phones registered to their networks to company switches.

"In a very old building the cost will be as high as £500," notes Mr David Taylor, industry analyst at market research house Dataquest.

## Cordless local area networks

marketing. Cellnet currently has 23,460 phones from 170 companies using its Direct Access service.

Such direct connection services can also save costs.

According to Mr Gerry Cowan, Vodafone's product development manager, his company's Vodanet service can bring with it a discount on telephone rates of up to 45 per cent.

The next step for many such users in integrating the mobile phone with the office may be the addition of data communications.

To date, barely 1 per cent of cellular users use the service for data, but the industry predicts a greatly improved

take-up in the 1990s.

Many believe that the real potential for data over cellular will, however, be realised next year, with the introduction of digital cellular radio technology. The so-called Global System for Mobile Communications or GSM digital cellular standard is being supported by both Cellnet and Vodafone and also forms the basis for personal communications networks or PCNs, which should come into use during 1993.

As GSM is digital, its proponents say it will be better suited to handling computer data, facsimile and even video.

PCN may take the development yet another stage forward. From the outset the technology has been conceived as a means of connecting fixed as well as mobile subscribers to the global telecommunications network. With PCN, says Mr Peter Ramsdale, technical director of Unitel, the integration of the mobile phone and the office phone could be complete.

"I don't see why people should not be able to use the same phone at home, in the car and in the office," he says. And via that phone, a fax, a computer, a videotape...

Peter Purton

the caller. The attraction of numeric paging is that the operators do not have to run costly messaging bureaux. Calls to the pager can be passed on, using software in the telephone exchange.

Numeric pagers took 58 per cent of the US market last year, compared with around 11 per cent in the UK. Now UK operators are promoting numeric paging which enables users to contact pagers using the telephone, and without going through the operator.

In high penetration markets such as Hong Kong almost all pagers are owned, and can be freely bought in retail outlets. In the US 90 per cent of pagers are rented from one of seven national operators.

Lower charges and more accessible services may generate a new consumer market for paging. Two of the more ambitious plans are introducing pan-European services and two-way paging services.

As a first step to pan-European paging, operators in the UK, France, Germany and Italy have created the Euromessage network operating on a common frequency. But the service has fewer than 2,000 users, which raises doubts about prospects for the true pan-European service called Erne planned for 1993.

The prospects for two-way paging look equally uncertain.

Future pagers will need to be smaller, like Motorola's wristwatch pager or the credit card size pager being developed in Japan. They must be easy to use and above all cheap.

The intention is to make the pager as commonplace in the office as the electronic calculator. If that happens, our lunches may never be over.

they run out of capacity.

But Mr Cheshire believes on-site equipment can prove effective where more complicated processing tasks are required. These involve combining voice messaging with electronic mail and fax. By providing a link between the computer system and the in-house voice processing system, electronic mail – usually sent from one computer user to another – can be stored digitally in the recipient's mailbox.

When the recipient interrogates the messaging system, he (or she) will be told that he

has, say, three voice and two electronic mail messages. He can listen to the voice mail messages and then opt to have the electronic mail once read to him, too. This is done by a digitised computer voice which "reads out" the messages.

The latest technology can also go one step further, says Mr Cheshire. Machines can store facsimile messages which can then be sent from the message store to a fax machine local to the recipient.

Dennis Bradshaw

## VOICE MESSAGING

## Machines with the answer

years behind the US, but the UK is generally ahead of the rest of Europe.

The reason for the UK's lead is generally acknowledged to be because it was the first country in Europe to liberalise the provision of phone services and equipment. "The penetration of touch-tone telephones is quite large in the UK, and that is a pre-requisite for voice messaging – if people don't want to carry touch-pads around in their pockets the whole time," says Mr Mohan Chopra, general manager, business development for Europe for Centigram.

The aim of the manufacturers is to bring the technology to the UK, where the frustrated telephone user is bombarded with the continuous ringing or engaged tone or ends up leaving a message that may never be answered. Statistics show that, in spite of all the latest mobile radio technology, up to 75 per cent of phone calls never get through to the right person.

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## Walls

THE GLEAMING glass and metal of the Canary Wharf tower in London's Docklands conceals one of the most elaborate security systems outside the Pentagon. There are more than 2,300 security devices in the main 800ft tower and the streets around the complex.

"It was a major undertaking," says Mr Gary Schiff, president of Schiff and Associates, the security consultants based in Beaverton, Texas, which co-ordinated the installations. "We spent four years on the system. It is worth many millions of pounds."

A key element of the security plan is access control: ways to control who goes in and out. There are surveillance cameras, intercom doors and lifts activated by cards, and even old-fashioned security guards. As Mr Schiff says, it is about procedures as much as equipment: stopping and searching people if necessary.

There is nothing new about access control. Mechanical keys and guards demanding passwords to let people enter sensitive areas are both long-standing examples. Digital keypad and magnetic card systems are among the more recent innovations.

Some of the most visionary in top

Andrew Jack looks at electronic access control systems

## Cards that open doors

security sites border on science fiction: "biometric" devices that recognise people by analysing their fingerprint or palm; the voice of signature; and even the pattern of blood vessels in the retina.

However, across Europe mechanical security locks still dominate, according to a survey commissioned by Frost & Sullivan, the market research company. Buoyed by demand from residential households, they accounted for 64 per cent of the total estimated 1989 revenues of \$2.65bn.

Close circuit television and interphones, and electronic tokens rank next, at \$315m (16 per cent of the market) and \$281m (14 per cent) respectively. Far more minor contributions come from identity cards (4 per cent), electronic keypads (2 per cent) and biometric systems (0.3 per cent).

By working with the designers right from the start at

the next few years. Mr Alan Woodley, of Aztec Business Systems, who wrote the survey, says that many companies still buy security systems only because they are forced to by external pressures by their insurance companies, or by the Ministry of Defence if they are defence contractors.

"It is fairly unusual for companies to do it off their own bat."

During the recession, he says, security is often among the first items of the corporate budget to suffer: no one wants to install systems which offer no obvious productivity gains of financial returns.

Nevertheless, security is becoming much more part of architectural design. "In the past, buildings were very much more open," says Mr Schiff. "The way things are going, card access will be the standard, not the exception, soon for state-of-the-art buildings."

Most of the access cards used on the development are the

Canary Wharf, he says, it was possible to install special conduits for extra wiring. Equipment could be matched to the decor and lay-out, rather than being costly "retro-fitting" once all other elements of construction were complete.

Schiff and Associates tried to minimise the number of entrances and exits to each building and area on the Docklands site. That allowed it to use automated equipment extensively, relying on guards in a few strategic areas.

There is a guard at the entrance hall in every building. During the day, access is fairly free, with cards in the lifts. Outside working hours, the guard remains, but the main doors require cards for access into the reception area. The cards in the lifts also prevent anyone left in from wandering freely around other offices.

Most of the access cards used on the development are the

Wiegand type: a plastic card with special magnetic coils inside containing unique patterns, which are extremely difficult to forge or accidentally damage.

"Proximity cards" - which do not have to be swiped through a reader, but simply held near it - are also in use.

"The choice depends on the philosophy of the user," says Mr Richard Jerome, managing director of CMR, a contractor for security systems at the site.

They are more expensive than magnetic or Wiegand cards, but are also more durable, since they do not require physical contact with a reader. That makes them ideal for anyone with their hands full: one reason the company has installed them at the Old Bailey in London, where lawyers and officials bustle in and out balancing piles of documents in their arms.

While access control systems provide security to stop people

coming in, companies are increasingly concerned to prevent things from going out. "Laptop computers slide out very easily," says Mr Schiff. "A lot of security concerns are internal ones now." The other main worry driving demand for greater corporate security, he believes, comes from the risks of theft and vandalism in parking garages.

Ms Joanne Jeffs, associate editor of Access Control, a specialist US journal, agrees.

"Security is mainly motivated

by a concern about theft -

from inside the company as well as outside," she says.

She also stresses that in the 1990s, it is as important to protect information as property. Computer access and security has thus begun to gain increasing attention, with an emphasis on passwords, encryption techniques and keys or cards which have to be used before any data can be obtained.

There remains a critical ethical issue with most modern access control systems, since they specifically identify the individuals entering and leaving an area. Some organisations have used them as a secret way to monitor employees' hours without the need for time cards: a point that has caused concern among unions.

## HEATING

## Aim is to waste less energy

HIGH TECHNOLOGY may have taken over modern offices, but it has also been working its way into the design of the buildings in which they are housed. No large office block these days is complete without some form of computerised "building management" system. Such systems are designed to allow control of heating, ventilation and air-conditioning, as they monitor energy consumption throughout the building.

The idea is that with precise control of the environment in each room in the building, the office will be a more pleasant place to work, less energy will be wasted on rooms which do not need heating or air-conditioning and the ventilation systems can be managed so that its occupants do not suffer from "sick building syndrome".

If the ventilation is poor, for example, airborne diseases - notably Legionnaire's Disease - may be given a chance to spread. There are also circumstances where the individual rooms in a commercial building may need special attention. Take a hotel, for example, particularly one with heavy seasonal fluctuations. The Dusseldorf Hilton, where Mr Manfred Stoecklein is manager, is looking closely at a computerised energy management system.

Older buildings, maintains Mr Carter, can have more than generous vertical risers that were once used to carry radiators from the central heating pipes. But problems arise with the establishment of the riser, which needed to house essential cable connecting technology, which must be accessible for maintenance purposes.

According to the standard figure relied upon by building service engineers, the heat given out by small equipment such as PCs, printers and modems is around 20 watts. But Mr Frank Summers of consultant engineers Timley Simons wants to know if it is possible to remove redundant heat loads of up to 60 watts per square metre.

"Estimating the amount of heat distribution is a critical factor," he explains. "You have to know how much power will enter the building as this in turn will be converted to heat, which is reduced by air-conditioning. Many companies make the mistake of overestimating which can prove costly in terms of air-conditioning and the electricity tariff."

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lem is in the summer holiday season, when the hotel - mainly designed for business travellers to northern Germany - is at 50 per cent occupancy. The current system requires him to air-condition rooms that have no guests.

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These challenges are enhanced by the fact that Whitbread's Chiswell Street facility also comprises a corporate conference and banqueting centre, which is hired out for events ranging from dinners to dog shows. There is also little consistency in the nature of the building's rooms.

For example, one of the function rooms can get very cold when empty, but quickly gets too hot when a capacity crowd of more than 1,000 fill it.

The famous Whitbread shire horses also live near the site, as they deliver beer to nearby pubs. The building management system extends to managing and maintaining the hot air blowers used to keep the horses warm. And as one of the major public appearances made by the horses every year is at the Lord Mayor's Show - when they pull the Speaker's coach - that coach is also kept at the Brewery in a glass case, the temperature and humidity of which is also controlled by the Honeywell Excel T system.

"In principle, a system would be used to reduce and control energy costs such as air-conditioning and electricity consumption, which is all done manually at the moment," he explains. "As for heating, at the moment all the rooms are heated all the time - we set it to a certain number of degrees each day depending on outside temperature. If that fluctuates greatly, someone has to go around with a thermometer to test the system - that is certainly a waste of time."

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replaced by the smaller personal computer and accompanying electronic gadgetry, which can be found on most office workers' desks. But all of this equipment needs cabling and networking to other parts of the building. The miles of wiring and extra heat generated by the technology give headaches to office designers working with older building stock.

In the 1960s and 1970s, the boom-time developers in the City of London circumvented height restrictions on new blocks by cramping in as many floors as possible to ensure a return on investment. But Mr Amos states that his clients have found problems accommodating their equipment not just in those offices but, more surprisingly, in the buildings of the 1980s.

The floor heights and the "risers", which take services, were simply of insufficient height and space to accommodate the extra cabling and services such as air-conditioning that are essential to facilitate electronic equipment.

The brief was to create a building that would sit as a headquarters, working in networked PCs, a large switchboard and extensive building services systems. The floors had to be raised and the ceiling lowered to accommodate the cabling and air-conditioning within the building, and a disguised lift shaft commanded to allow the floor to lay its own.

The introduction of open plan has brought welcome standardisation so that people can now structure their cabling in the office. Meanwhile, the demand for space is being paid for by the development of Clans (cordless local area networks). These require a network interface card and an antenna with additional encryption equipment (which unscrambles codes) necessary for a secure environment. But

left behind, resulting in an underfloor layering.

Mr Kevin Carter, of IT consultancy Profundus, is secretary of the Intelligent Building Group. He recalls the problems encountered by one client who had five buildings with floors clogged up with unused cables and floors layered with several generations of cabling.

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as yet, their applications are limited and the cableless office is not yet around the corner.

"Cabling will be with us for a while longer," maintains Mr Peter Masser, of the Aspen consultancy. "The trend is for buildings to get physically smaller but the quantity is going up."

Mr Carter of Profundus believes that much older buildings are in many cases easier to fit out with high-tech equipment than the office stock of the 1960s and 1970s. "If you take, say, a building from the turn of the century the space would be less deep because they relied much more on natural light due to paucity of artificial lighting. People had to work nearer the windows for daylight and the ceiling would be higher to accommodate greater window space.

"These buildings are excellent for conversion as they lessen the need for a raised floor. The cabling can be concealed within perimeter trunking and the high ceiling can accommodate any required heating and ventilation ducts."

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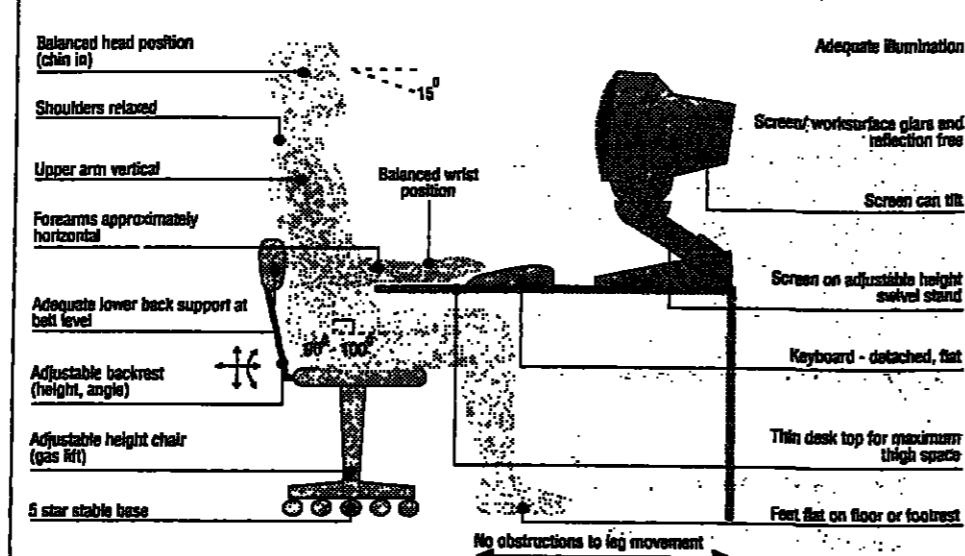
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## OFFICE TECHNOLOGY 8

Diane Summers looks at the EC directive

## Safety at the screen

## WORKSTATION ADJUSTMENT AND EFFICIENT WORKING POSTURE



The recommended way of sitting at a visual display unit and positioning the equipment

under the Health and Safety Act 1974 and the publication by the Health and Safety Executive of detailed guidance, by the end of next year.

New workstations after that date will have to comply with the new rules but there will be a further four years' grace for employers to update or replace existing equipment where necessary.

The directive relates to "display screen equipment" but excludes, for example, computer systems in public use such as cash machines in banks, as well as calculators, typewriters and lap-top computers not in prolonged use. It covers all elements of the workstation - including modems, printers, chairs, desks and the "immediate work environment" - in other words, not just screens and keyboards.

The details of the provisions are contained in an annex to the directive. The main points cover:

• Display screens which have to be clear with no flicker and free from glare. They must also be able to swivel and tilt easily.

• Keyboards must not cause glare, and also have to be tiltable and separate from screens. The surface in front of keyboards must be large enough

to allow operators to rest their arms and hands on them.

• Desks will have to be large enough to allow "flexible arrangement of the screen, keyboard, documents and related equipment". They will also have to have a surface that does not cause glare.

• Chairs will have to be easily adjustable in height and the back will have to be adjustable both in height and tilt. Footrests will have to be provided

for operators who want them.

• Lighting will have to ensure "appropriate contrast" between the screen and the background environment. Glare and reflection must be avoided in the way workstations are designed and positioned, and windows must have blinds, or similar.

• Noise made by equipment belonging to workstations will have to be taken into account at the design stage so that it does not "distract attention or

- disturb speech".
- Heat produced by equipment should not cause discomfort to workers and "adequate" levels of humidity will have to be established and maintained.
- Radiation will have to be reduced to "negligible levels from the point of view of the protection of workers' safety and health".

Employers will be responsible for evaluations of workstations to ensure that they do not pose a health and safety risk. They will need to organise work so that screen work is "periodically interrupted by breaks or changes of activity," consult with employees about health and safety measures, as well as train them in the proper use of equipment.

Free eyesight testing and any special glasses needed for screen work will have to be provided - a measure that will incur some expense for employers now that charges for eye tests are made under the National Health Service. Bulk testing at discount is already being promoted by some opticians.

Nowhere, it should be noted, does the directive specify measurements for desks or chairs, for example, though plenty of separate British Standard guidance on these issues is available. Nor does the directive say that screen filters must be used or oblige employers to purchase complicated contraptions for supporting operators' arms.

Employers should beware of persuasive sales pitches and should ask themselves whether some of the more esoteric items are really necessary or are simply being purchased as an alternative to tackling fundamental issues such as poor lighting or positioning of equipment.

## FACILITIES MANAGEMENT

## The scope is broadened

MANY COMPANIES have handed over office cleaning and company catering to outside firms. But should they also get third party companies to run the office printing, or even the computer systems?

The answer will vary according to business priorities. Frost & Sullivan, the research consultancy, says companies should consider contracting out activities with the lowest strategic importance and the highest level of maturity.

They must ask how each activity affects their competitive strength in their main markets. Those which are unique to the company or based on company-specific skills provide competitive advantage and should be kept in house.

However, if an activity is mature, then outside suppliers can probably manage it well and at lower cost. For example, BT, the UK telecoms carrier, has not lost any advantage from closing its inhouse printing department or contracting out staff catering.

The situation is more complex when it comes to contracting out computer use, mainly because this is a less mature area, which many companies see as vital to maintaining a competitive edge.

However, many aspects of computing services are relatively straightforward and lend themselves to the facilities management approach.

Mr Henry Trull, of research company IDC, says that in the past two years, UK companies

have become more receptive to the idea of contracting out the running of their computers.

In fact, computer facilities management (FM) is now one of the fastest growing areas of the computer industry. IDC predicts that the annual value of UK FM contracts, worth £310m (\$527m) last year, will grow at 20 per cent until 1993.

Mr Trull says the biggest single factor in this recession has forced companies to concentrate on their core businesses. Other factors leading to the growth of FM are:

• Dissatisfaction with information technology (IT) departments. The inefficiency of many, because of maintenance backlog or lack of business focus, can make FM seem attractive.

• Technology confusion. Mr Trull says companies are confused about how to move from the technology they use today to new technologies such as open systems. They cannot always afford to employ staff with all the expertise they need. FM companies can usually provide staff with a broader range of skills.

• Cost savings. IDC says more users now believe that FM can not only give better value for money but also more control over costs through a fixed price contract. London Buses believes it has saved money by opting for a three-year FM contract with Hoskyns. Mr Rodney Pangbourne, its finance director, says that although London Buses will spend roughly

the same amount on FM as it spent on inhouse IT last year, costs could fall slightly over the life of the contract.

Desktop FM. In 1990 over 50 per cent of UK users of computer FM used it for processing. But IDC thinks FM will become a more value-added service, with suppliers building strategic partnerships with their customers and selling everything from IT planning to software maintenance.

Other types of facilities management, such as desktop FM, are also becoming more common. For example, Unilever has handed over PC management at its London head office to UK computer dealer P&P.

Managed networks. Another growth area is facilities management for the large corporate networks which link computers in different national and international offices.

Pitfalls. Despite the benefits, risks are involved in FM. For example, unless the level of service user companies require is spelt out in the contract, it may be hard to get compensation for poor performance.

For those wary of FM, who want to take some hassles out of running a computer centre, Telehouse, a £36m Anglo-Japanese computer and telephone centre in London's Docklands, offers a halfway house. Typical customers run their own computers, but Telehouse manages central services such as BT and Mercury links, space generators and air-conditioning.

John Shillingford

## You've seen windows before. But never anything that will window DOS, UNIX and OS/2 applications all at the same time.

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Even better, Cooperation can analyse the end user's activities, and combine data from several windows to make the user even more

productive. So, instead of having to access a number of screens, a business executive can find all the needed information on one screen automatically.

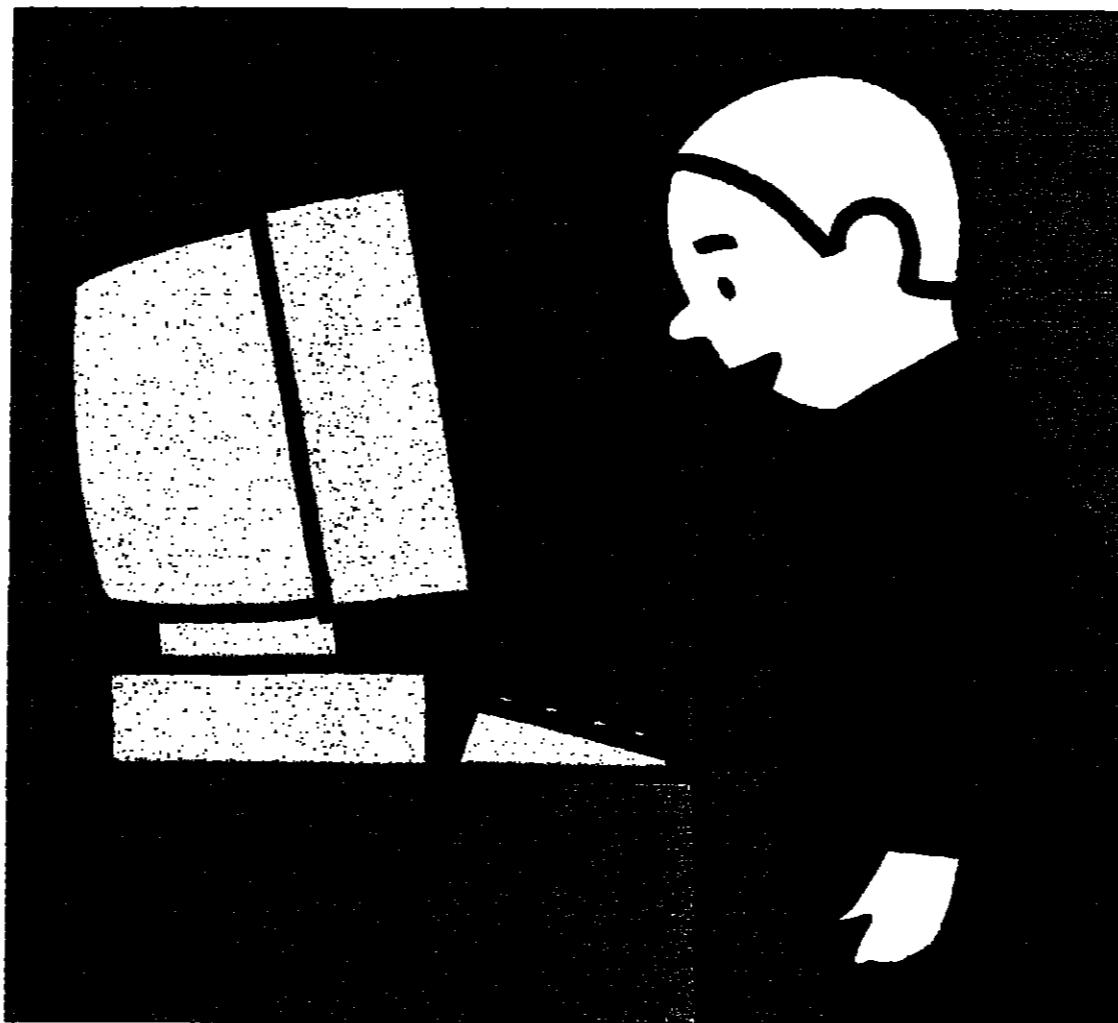
Because Cooperation uses object-oriented technology, both information and any operations that can be performed on that information are bundled together. (The data can just as easily be text, graphics, voice or video - or any combination of them.)

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Open, Cooperative Computing.  
The Strategy For Managing Change.

THE FIRST wave of office technology was, in many organisations, simply superimposed on the old environment. A bit of space was cleared on the desk for a visual display unit, but everything else remained much the same - chairs, desks, lighting, the organisation of the job itself, unchanged little from the old pen, paper and typewriter days.

Since then, some organisations have, quite literally, learnt a painful lesson as staff have begun to complain of neck, shoulder, arm and hand disorders. Extreme cases have led to long periods of disability and some substantial out-of-court financial settlements.

Repetitive strain injury (RSI) - as it is commonly known - now accounts for more than half of all work-related injuries reported in the US. Australia has suffered from RSI in almost epidemic proportions. The phenomenon is on the increase among UK white-collar workers, not just high-volume data entry workers, but also secretarial staff, lighter computer users and professionals are affected. The Financial Times itself has a number of long-term RSI cases among its journalists.

Disorders range from conditions with clinical names, such as tenosynovitis and carpal tunnel syndrome, to less clearly defined damage to nerve tissue. Poor equipment, environment and posture can lead to muscles being starved of oxygen, the build-up of waste products and the compression of nerves. Serious sufferers have found their personal as well as working lives blighted by the condition.

These problems, or the wish to avoid them, have led many employers to reorganise their office environments; others have taken the opportunity to re-equip on changing locations.

For the rest, who may still have VDU's perched among Dickensian clutter, there will soon be another powerful reason for a clean sweep: a European Community directive which will become part of UK domestic legislation by the end of next year.

Some less scrupulous suppliers may be attempting to take advantage of the fear and confusion that the words "EC directive" will engender in many an employer's mind. It is important, therefore, that those responsible for health and safety, office organisation and the purchase of equipment, understand the scope of the directive and what it does and does not specify.

The first thing to be aware of is the timing of the new provisions: UK law will be amended, probably by new regulations

## OFFICE FURNITURE

## Test of nerve for UK companies

OFFICE WORKING practice is entering a new age of enlightenment in the 1990s as companies recognise that simply filling every available office space is neither sensible nor truly efficient.

Managers have all read press stories about litigious secretaries winning substantial payments from employers because of work-related injuries and illnesses - and discovered that a real price can be put on neglect in the office environment. According to a survey commissioned by Office Furniture Systems, which culled its research from the UK, US and Germany, the annual cost per employee in terms of lost productivity from poor office conditions is as high as £5,500.

Creating the right working environment is therefore high on the management agenda, along with the need to project corporate image. In this context, choice of appropriate office furniture becomes more important for British firms which wish to keep specialist office-based staff. After all, corporate image and corporate care embrace office desk and chair, as well as company car and private health insurance.

Economic recession means that the market is severely depressed. It is down as much as 30 per cent," estimates Mr John Sacks, chairman of the office furniture division of the Electronic Equipment Association. However, overseas manufacturers remain keen to establish themselves in the UK.

For example, Dutch systems furniture manufacturer Samas has paid £63m for British firm Vickers (with 10 per cent UK market share) and its French counterpart Ergam. Renowned Italian giant Olivetti Synthesis has signalled its intention to boost its UK position by opening a West End showroom.

So why all this interest in a shrinking and, some would say, saturated UK office furniture market? Mr Paul How of Asher Systems Furniture believes that, though the UK is fourth in market size for systems furniture behind Germany, France and Italy, it is seen by Europeans as a potential growth market and by the US as a bridge to Europe.

Amid the rationalisations and acquisitions, there have been the inevitable British casualties. Desking Systems went into receivership

Wendy Smith